Diversity & Inclusion in Tech

A Practical Guide
for Entrepreneurs

2018

Contents

Niklas Zennström

FOUNDING PARTNER AND CEO AT ATOMICO

2018 has been an enormous year for the global technology ecosystem, with new initiatives, companies and technologies emerging that truly have the potential to change the world. Karma raised its Series A to continue its fight against food waste; Zinc, the company builder solving the developed world's toughest social issues, launched its second mission to help people hit hardest by automation and globalisation; Zola, The RealReal, 23andMe and ClassPass raised some of the largest funding rounds of 2018; Stitch Fix stock is currently up 80% since its IPO last November; the first CRISPR clinical trial began in Europe for people with blood disorders; Entrepreneur First expanded into Berlin and Paris... There is so much to be excited by.

The common thread connecting each of the companies above is that they all have female founders. This was not intended to shock or amaze. Such a range of achievements - from running public companies, to developing life-changing biotechnology, to hyper-scaling tech businesses - can be expected of any high achievers. Yet the reality today is that these women are an exception to the rule. Other underrepresented groups - minorities across race, class, education, sexual orientation, self-identification, and physical and cognitive ability - are still not even a small part of the overall narrative, sadly.

The environment is not changing fast enough. 93% of capital invested in European companies this year went to all-male founding teams. We cannot measure the imbalance in funding allocated to other underrepresented communities, but those figures would certainly be tough reading also. Venture investment has the privilege of granting companies runway with which to build the future. It is a scary thought, particularly as technology's impact on humanity accelerates, that this future is in the hands of an undiverse minority.

At the root of this culture are long-standing, deeply entrenched stereotypes and misconceptions sewn into the fibres of tech over 40 years ago. We cannot shy away from how difficult it will be to turn this tide, but with initiatives like this guide we can become increasingly conscious of the forces that hinder us, and equip ourselves with the practical skills and mindfulness needed to allay them.

It is difficult to quantify how much talent and value has evaporated away from our industry because of diversity inertia. Only once people of all backgrounds, abilities, and perspectives feel safe and confident to participate will we truly realise the potential we are collectively capable of. I am confident that there are a majority of good souls out there who are aligned to win and engaged to make a difference. Together, we can cultivate an environment that equalises opportunity and accelerates outcomes for all.

Francesca Warner

CO-FOUNDER AND CEO AT DIVERSITY VC

The uncomfortable truth is that the technology industry today is not a place in which everyone, of any gender, race, disability, religion, sexuality, socio-economic background, can thrive and succeed. This is one of the most significant challenges we face, and the damaging impact of excluding so much talent compounds with each year that passes.

At the current rate of progress, it will take hundreds of years to reach a point where women get an equal share of funding to men. Less than 0.2% of funding is raised by women of colour in the US, and we have no idea how many LGBTQ+ or founders with disabilities there are in the tech industry, as this has yet to be measured at scale.

Technology, and the architects of that technology, have tackled some of the world's biggest problems: they've helped eliminate diseases, and even landed robots on Mars. By connecting people all over the world, technology has helped to disseminate education and increased our understanding of one another as human beings. I'm convinced that together, and in spite of the challenge facing us, we can tackle the lack of diversity and inclusion in our companies.

This practical guide[2] is intended to help anyone leading, working or investing in technology companies promote diversity and inclusion in their businesses. It's not a silver bullet and there is no 'one-size-fits-all' solution. Instead, this guide is intended to increase understanding of the complex and nuanced subject of diversity and inclusion in business more fully. It's also intended to be a living resource for founders to continue to add to as they create and discover new answers (at www.inclusionintech.com). As an investor in very early stage companies and running a small organisation myself, I understand that implementing best practice isn't always straightforward. However, this resource should make it easier to make a start. I hope it prompts thinking and initiates progress in advancing diversity and inclusion in tech, which will further our collective understanding as an industry as to how to enact continuous positive change.

Creating this toolkit has been a collective effort. It draws on the work of the VC Toolkit created by 10 Diversity VC volunteers and contributors published earlier this year. I'd like to thank all the people who have volunteered their time and expertise; we are extremely grateful for the contributions from everyone who took part.

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Creating a fair and inclusive workplace in the tech industry

Dr Victoria Bernath
Editor-in-Chief,
Diversity VC

There are clear business benefits to a diverse and inclusive workplace. It promotes staff loyalty, efficiency, creative output, and attractiveness to new talent to name but a few examples. When you combine these factors together, we frequently see that diversity and inclusion leads to enhanced performance. Indeed, recent research shows us that companies in the top quartile for gender and racial diversity perform better financially,[1] and inclusive workplaces are proven to attract and retain the brightest talent,[2] as well as demonstrate improved channels of communication and improved social capital.[3]

When successful, Diversity & Inclusion strategies are proven to bring real bottom-line benefits to business; whether by improving efficiency, increasing productivity, driving employee engagement, or shaping an outstanding employee experience in an age of fast-growth and continuous innovation.

Creating a D&I strategy that will meet your business requirements and successfully achieve your objectives can be a challenge. However, by clearly managing and communicating expectations, obtaining buy-in and resource, or simply getting your colleagues and employees excited and on board can all impact the long-term success of your D&I strategy. Get it right, and a D&I policy could transform how your business collaborates or works.

Whether you already have a fully-formed strategy, or you're thinking about D&I for the first time, this simple guide will help you to plan, deploy, monitor and improve your strategy – for tech companies big and small.

[1] British Business Bank, Diversity VC & BVCA Study, 2018
[2] This guide is part of the wider body of work at Diversity VC, a non-profit group co-founded by a group of individuals in 2017 who work in the VC industry. Our mission is to promote diversity and inclusion in the tech and venture capital industries.

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Overview

An overview to understanding, planning and implementing new D&I strategies.

UNDERSTANDING BIAS AND BUILDING CONSENSUS

Start by learning about bias

Educate yourself and actively engage with the topic of bias. As a start, try watching Facebook and Google Ventures' videos on bias.

Educate others about bias

Share this guide, or run bias training within your firm. For small companies, you may involve you entire office from the start; for larger companies this might be a small, core team of stakeholders. Do note that not all bias training is created equal - read this guide and choose carefully.

Evaluate all aspects of your workplace (including any existing D&I strategies)

You can evaluate your workplace through discussion groups, surveys and perhaps independent consultants.

Write a Diversity & Inclusion document
Use the document to write down company values, expected outcomes of a D&I strategy and projected timeline.

PLANNING YOUR D&I STRATEGY

Map out communities within your company
Your communities might be groups with the same social situation (e.g. employees with kids) or specific work teams (e.g. the HR team, the engineering team and so on).

Give each community 'ownership' in contributing to their own D&I strategy
Ownership could be obtained through surveys, or setting up voluntary 'task forces'.

Build a timeline, and agree a budget, for implementing D&I initiatives
Some D&I strategies might require minimal (maybe no) cost to implement (e.g. scanning job applications for gendered terms). Others might require funding (e.g. a bias training programme for the whole company).

Allow for failure
Let everyone know that not every new idea will work. Build a culture of constructive feedback.

BUILDING AND IMPLEMENTING

HIRING

Source candidates from a diverse talent pool

Build an approachable company profile

Demonstrate an inclusive work environment (e.g. through offering flexible working)

Remove biased wording from job descriptions (e.g. gendered words like 'competitive' and 'determined')

Set targets for your 'candidate shortlist' to ensure a diverse candidate pool is fairly represented

Experiment with new ways of finding candidates, such as Twitter or Instagram (sometimes the best candidates come from unconventional backgrounds and won't be on standard job boards)

Remove bias when assessing candidates

Focus on a candidate's competency, rather than their credentials

Remove photos, ages, educations and company names

Score candidates on the same objective criteria

Don't rush the decision

Early stages at the company

Check whether your new recruit has any specific requirements (e.g. flexible working requirements, specific office equipment) so the company is ready when they arrive on their first day

Educate new recruits about your workplace (give them a guide to any workplace jargon and let them know about different interest / support groups) and share the company strategy

Create a buddy system (making sure the system is inclusive, e.g. crossing different ages, ethnicities etc.)

WORKPLACE

Balance your teams

Use Belbin or Myers-Briggs techniques to check your teams have a balance of roles, and they each know each others' strengths

Development plans and feedback

Pair new hires with one or more team members (Buddy System) to make sure the new candidate feels welcome in their team and understand the company as a whole

Working environment

Check the physical environment matches the needs of employees and customers (e.g. gender neutral toilets, wheelchair accessible entrances, flexible furniture solutions and induction loop for hearing impaired colleagues and guests)

Human resources

Check both the legal standards and best practice for your workplace. This may vary between sectors. Try developing inclusion, parental and adoption policies; and consider training programmes for equality, human rights and bias.

Social

Consider whether an employee resource groups (ERGs) is appropriate for your firm - they may be a helpful forum for discussing community-specific needs and opportunities.

Consider the time, location and nature of employee commitments and socials, to make sure

PRODUCT DESIGN

Look at guidelines for accessible design

These could be legal requirements (such CVAA's requirements on video broadcaster) or helpful guidance (such as WCAG2.0, for websites and software). There may also be 'native' settings available in the operating system in which your building.

Start early

It is cheapest and easiest if you build inclusion into your product from the start. Think about / review your target audience: does it include underrepresented groups? Think about your mock-ups - do they represent a diverse pool of potential users?

Think about tech specs

Check your product will still work on basic operating systems.

Think about language

Translate your product into widely spoken languages such as English, Chinese and Spanish. Also think about reading ability and dyslexia - keep language simple, and try using dyslexia-friendly fonts.

Think about visual impairments

Use simulators to see how your app will look for those with partial sight or colourblindness. Also think about embedding audio controls, and options to scale font sizes.

Think about physical disabilities

Understand what assistive technologies are used by your community. Large buttons and clear fonts could be a useful starting point for inclusive design.

FEEDBACK

Seek feedback

Whether they are your internal team, or your external users, make sure to get feedback (through customer surveys, forums, customer support and focus groups) to understand how your hiring, workplace, products and designs could be improved.

This publication is intended as a living resource, we strongly encourage your feedback.

Please don't hesitate to get in touch via our website,
**www.inclusionintech.com**

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Introduction

CONTEXT

The current state of diversity and inclusion in tech
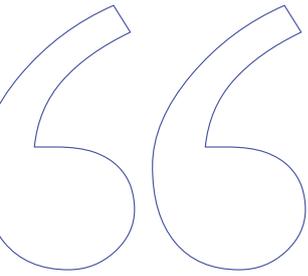
Where does the tech industry currently stand on the issue of diversity and inclusion? A growing body of research in Europe and North America informs us that minority groups are still widely unrepresented in the tech industry. The 2018 State of European Tech is one report which offers a critical view on this issue.

We need to take the chance to shape the digital world before it shapes us.

Baroness Martha Lane Fox
Founder and Chair of Doteveryone

Women are still under-represented in senior positions across the tech industry and female founders also receive a smaller share of investment:

Capital raised and # of deals by founding team gender (%)

Source: dealroom.CO
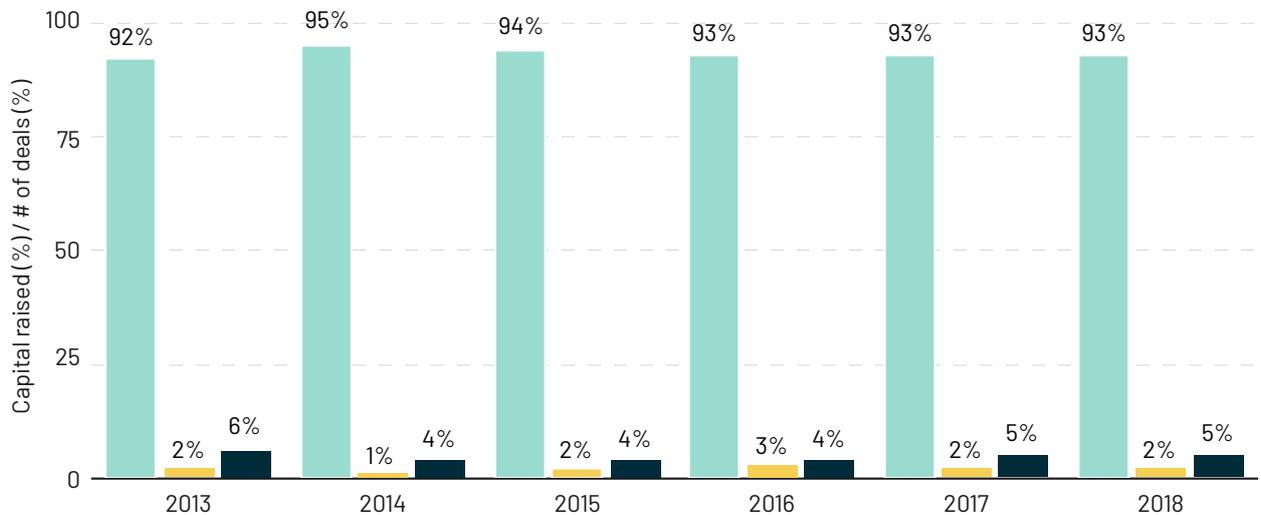
● Male   ● Female   ● Mixed

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Gender composition by job title for Executive-level positions of selected European Series A and B venture-backed companies

| Job Title	Female	Male
Chief Executive Officer	6%	94%
Chief Technology Officer	1%	99%
Chief Operating Officer	11%	89%
Chief Financial Officer	20%	80%
Chief Marketing Officer	21%	79%
Chief Revenue Officer (or similar)	9%	91%
Chief Product Officer	9%	91%
CxO Other	19%	81%
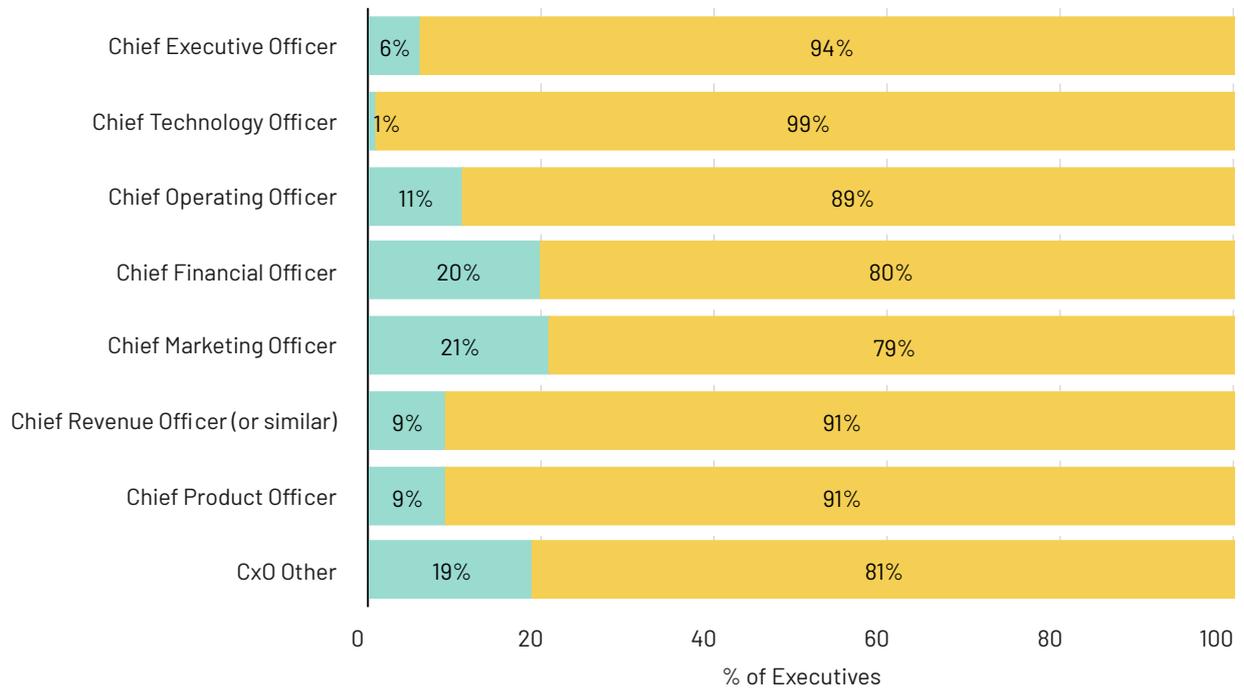
% of Executives

● Female ● Male

Source: Craft

Note: Based on a sample of executives in CxO positions at 270 European VC-backed tech companies that raised a Series A or B round between 1 October 2017 and 30 September 2018.

However, the 2018 State of European Tech report made it clear that there is great opportunity and momentum to improve diversity and inclusion in tech companies across the continent. 45% of women and 36% of men agree that they've made changes to their behaviour in the last 12 months.

I have changed my behaviour as a result of increased focus on diversity and inclusion

% of respondents
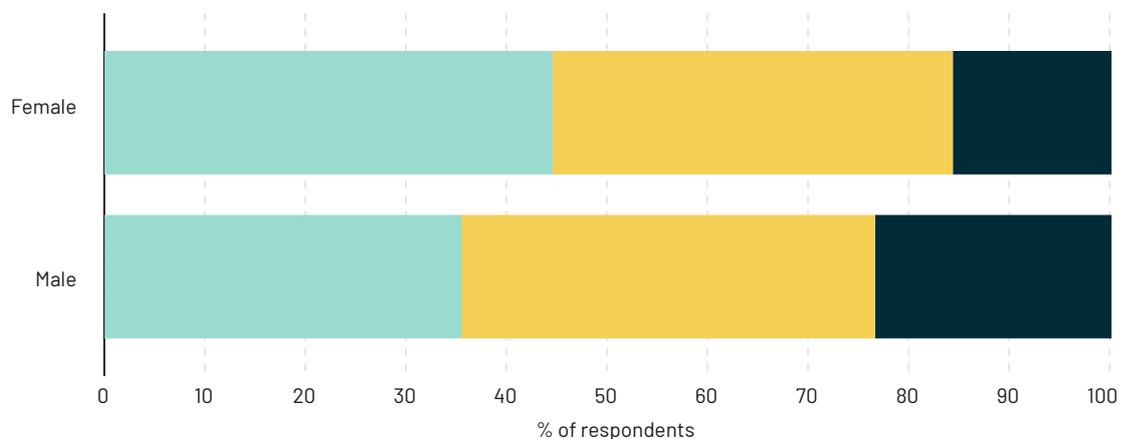
● Agree ● Neither agree nor disagree ● Disagree

Source: The State of European Tech Survey

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WHAT DO WE MEAN BY DIVERSITY?

Diversity means difference.

Niklas Zennström
CEO and Founding Partner at Atomico

Whether founder or employee, each one of us is different. Typically, our differences can be grouped into three broad categories:

Demographic
age, race, gender identity, sexual orientation, physical resources

Experiential
economic or social position, education, occupation, faith, abilities, dependents, caring responsibilities

Cognitive
how we approach problems and think about things.

Diversity describes the range of human differences within a group of people.
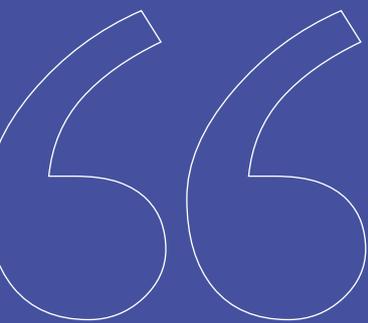
Diversity is being invited to the party; inclusion is being asked to dance.

Vernā Myers
Lawyer, entrepreneur and author

WHAT DO WE MEAN BY INCLUSION?

Inclusion is the act of making someone feel part of a group.

In terms of the workplace, inclusion involves people's well-being at work, safeguarding people's mental and physical resources, and championing rights and cultural differences all of which collectively help people to suceed at work. By its nature, inclusion is difficult to measure in the workplace. Indeed, whether someone feels included may vary on a day-to-day basis. However, an inclusive environment allows individual contribution to matter and employees are able to perform to their full potential, no matter their background, identity or circumstances.

WHY DO DIVERSITY AND INCLUSION MATTER?

The risks of overlooking diversity and inclusion in tech companies are manifold and affect all aspects of business at great cost. Risks can affect:

◆ **Everyday business practices**
For example: poor quality decision-making, which is the result of homogeneous 'groupthink' (the practice of making decisions within a group of people that all conform to a certain demographic norm, i.e. team members are all of one gender or ethnicity).

◆ **Business objectives**
For example: slower rates of innovation affecting competitive edge. In Spain, research involving more than 4,277 companies discovered that companies with more women were more likely to introduce radical new innovations into the market over a two-year period.[1]

◆ **Company performance**
For example: the quality and quantity of products/ services provided. In England, the London Annual Business Survey analysed data from 7,615 firms to conclude that 'culturally diverse leadership teams were more likely to develop new products than those with homogenous leadership'.[2]

◆ **Employee engagement**
For example: a lack of inclusive policies in the workplace regarding physical and mental wellbeing for working people incur enormous costs to businesses and economies. In the UK, 'lower work productivity due to common mental health problems costs in (approximate) excess of £15bn a year, and over 170 million working days are lost to sickness absence'.[3]

[1] Rock, D and Grant, H. Why Diverse Teams are Smarter. HBR online, November 04, 2016.
[2] Ibid.
[3] Carew, D et al. Employment, Policy and social inclusion. The British Psychology Society. Online, January 2010, Vol. 23 (pg. 28-31).

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THE OPPORTUNITY

Defining a great leader

As Doris Kearns Goodwin said: "Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation." Whether a founder, investor or employee you should find that by using an inclusive approach, your team is more motivated, engaged and efficient in their roles. Ultimately, they'll be delivering better results to you.

Building a stronger business

There are clear business benefits to a diverse and inclusive workplace.[4] Indeed, McKinsey's 2018 study showed that companies in the top quartile for gender diversity were 21% more likely to generate more profit than their competitors, and companies in the top quartile for racial and ethnic diversity were 33% more likely to generate more profit their competitors.[5]

In any fast-growing technology company there are always competing priorities for time, attention and capital. However by taking just a few small steps towards a more diverse and inclusive workplace, these actions could have a significant and positive impact on the culture and financial performance of your firm.
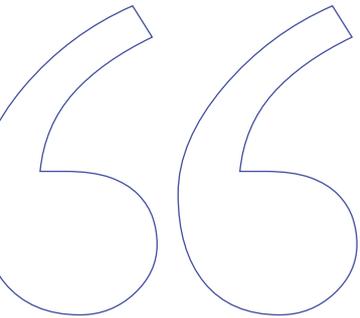
We need to be far more ambitious and develop an agenda that ties diversity and inclusion to a fundamental commitment to social mobility, and where everyone, no matter their background, can reach their full potential working in our industry. In many ways, tech has and always will be a great enabler, but currently we are failing spectacularly in enabling social mobility. We can and must do more.

Steve O'Hear
Tech Journalist

[4] Kruse, What is employee engagement Forbes (June 2012), accessed on October 01, 2018.
[5] Hunt V et al. Delivering Through Diversity, McKinsey and Company, (January 2018), accessed on October 01, 2018.

THE ROLE OF THIS PUBLICATION

Our mission

This publication is meant to serve as a pragmatic and actionable guide for founders and employees for companies of all sizes within the tech industry.

We hope to promote diversity and inclusion across the industry so that everyone, regardless of background, has a fair chance to succeed in tech.

Who should read this publication?

We have written this report to specifically target founders within the tech industries.

However, founders can't do it all on their own. We want to give employees – especially HR professionals and Diversity and Inclusion leads – ways to convince others who have not yet made diversity or inclusion a priority. We want every tech employee to understand diversity and inclusion and its benefits. We also encourage investors, customers, politicians and national leaders to use their considerable influence to accelerate understanding and change.

How to use this guide

This document is made up of five parts, and describes the process of changing behaviours and attitudes towards diversity and inclusion. For those serious about making lasting changes to their business, we recommend reading this publication in its entirety.

There's more work to be done. And we need your help!

There is more work to do. The dialogue on diversity and inclusion is still relatively young; each company is different and many practices and tools are early in their development. This guide is therefore intended to prompt the type of questions companies should be asking: it is not a prescriptive set of rules to follow. It is up to the companies themselves to continually debate, innovate around and attend to D&I, to respond to the needs of employees, customers, investors and the wider world.

This publication is intended as a living resource, hosted online at www.inclusionintech.com. We strongly encourage your feedback, along with any suggestions or additions you may have. Please do not hesitate to get in touch via our website.

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The Guide

> "Building a D&I strategy is an ongoing journey, not a side agenda.

Jacob De Geer
Co-founder and CEO of iZettle

Understanding bias and building consensus

In this section we aim to identify and articulate the need for a Diversity & Inclusion strategy and suggest ways to get buy-in from stakeholders.

TOP TIPS

1 Define the opportunity for your D&I strategy. Include the precise value and benefits it will bring about for your company.

2 Engage in training to understand the root causes of bias and the structural disadvantages of certain communities.

3 Have internal discussions to understand your company culture around D&I so that you may custom build a strategy that reflects the needs of your company.

INTRODUCTION

Building a diverse and inclusive structure is a long-term commitment and requires time, energy, and in some cases, funding. It is important to ensure that the whole team is supportive in building these before you embark on particular initiatives. Technology companies are constantly having to make rapid decisions about where to allocate resources. It is important to ensure that board members of the company, any investors and the management and day-to-day teams are bought into the need for a cohesive and comprehensive Diversity & Inclusion strategy.

A key step to ensuring company-wide support is to highlight the fundamental need for a D&I strategy. Ultimately, this means building awareness of the complex and nuanced nature of social justice, inclusion and bias. Where does bias come from? Generally speaking, bias stems from:

1. Excessive reliance on intuition and/or

2. Flawed reasoning.[1]

Bias is a term that is often misunderstood or misused. This guide is concerned with bias in reference to businesses. For the purpose of this guide, bias refers to preferences, associations and assumptions that align with the historical, social, economic and political disadvantage of specific communities. Later in this chapter, we outline different approaches to, and opportunities for, bias training.

In order to get buy-in to a D&I strategy amongst stakeholders, it is worth preparing a short document, setting out reasons why management and employees alike should support the initiative, and the concrete benefits it will deliver.

Who owns this document, where will it live, and will it be featured in a staff handbook? If you are a founder, those responsibilities need to be discussed with your fellow founder(s), and/or the leadership team. If you are a HR manager, set up a meeting to discuss these responsibilities with the leadership team.

THE DOCUMENT ON D&I WILL:

- ◆ State the reason for beginning (or revising) a D&I strategy
- ◆ Define opportunity for your D&I strategy
- ◆ Secure senior level backing (i.e. budget, and commitment)
- ◆ Secure internal support necessary to deliver on the project
  - • Understand and evaluate the company's culture, (relate to sources of data to justify the business need)
  - • Acknowledge bias, and provide initial training
- ◆ Set out general objectives
- ◆ Conclude with a D&I statement which summarises this work

Crafting this document will also guide you in the process of planning and implementing your strategy. It will help you select the appropriate solutions to meet your firm's needs, ultimately creating a strategy or policy that will deliver tangible results for your team.

[1] Soll, J et al. Outsmart your own biases, Harvard Business Review (May 2015), accessed on October 01, 2018.

WHY BEGIN A D&I STRATEGY?

At the start of your document, clearly state why you believe there is a need for a D&I strategy at your company. Where did the idea come from? Are you revising a pre-existing policy? Is this plan reactive (in response to an event) or proactive (a pre-emptive step to ensure your team starts off on a strong foot)? Or is this plan based on a data collection exercise, either of the diversity in the company, or the pay gap between groups?

DEFINE OPPORTUNITY FOR YOUR D&I STRATEGY

D&I strategies are multilevel action plans that have the capability to deliver a host of benefits across departments, business priorities and objectives. However, a list of every potential positive outcome will not create a compelling opportunity on its own. Use this step to outline specific 'unmet needs' or deficiencies within your business that your D&I plan will address and support your firm in achieving.

Identify limitations or opportunities across all departments (for small companies, within your current team) that could benefit from a D&I strategy. For example, does HR need help with increased employee engagement? Does the product team need a greater understanding of the underlying users of the product? Does the customer success department need to reach more diverse groups of customers?

From this list, select the key priorities which you can use to demonstrate potential value and benefits. These priorities will serve as the foundation for your D&I strategy.

To ensure your D&I strategy stays relevant as an ongoing initiative, once the strategy is developed, make sure it is reviewed on a regular basis (i.e via employee surveys and/or as an agenda item at regular board meetings).

GETTING STAKEHOLDERS ON BOARD

Securing acceptance from stakeholders (for example investors, board members, employees) can be one of the most significant challenges for anyone looking to roll out a new company-wide strategy in the workplace. D&I often calls for better communication, education and cultural adjustment and careful change management: it's not a quick discussion followed by pressing the 'on' switch for take-off. Your stakeholders at every level need to commit to ensure its efficacy.

When it comes to pitching a new (or improved) diversity and inclusion strategy, you also face the added difficulty of appealing for significant investment – whether financially or in terms of time and resource – for often hard-to-measure (yet no less real) returns.

Why do stakeholders need to be onboard?

Getting a 'yes' from those controlling the company budgets isn't the only reason to invest time in winning over your stakeholders. These stakeholders also have a significant role to play in safeguarding against common project risks, such as overrun on time or budget, low user adoption, or resistance from senior representatives in the firm. Given the potential impact a D&I strategy can have on your business and its employees, your leaders are also those who can champion the change from the top, down. This means motivating, exciting and engaging your team to ensure you get the most important outcome of all: colleagues championing your new D&I strategy.

Map out the stakeholders

For larger companies (this step is less relevant to small companies with fewer than 30 people), identify and map out who the stakeholders are. This covers anyone with a stake in the project – from sign-off and budgetary approval to roll out, implementation, and adoption. Consider their level of interest in the D&I strategy and their power to influence it. This will help you define where to focus efforts during your planning and deployment process. For mid- to large-sized companies, you might want to consider your clients or customers, senior managers, talent managers, department managers, and the finance team. For small companies, identify how each team member can contribute their expertise to your strategy.

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GETTING INTERNAL SUPPORT

Understanding your company's culture
For larger companies, you will also need to ensure that you obtain internal support from your organisation, and that your document reflects the company's current culture.

Identify a core team (consisting of at least one representative from each department) to discuss the company's culture. Allow people across the organisation to contribute (either anonymously or not) to the D&I strategy. The individuals involved should, if possible, represent as wide a group as possible.

In large companies, you could have one departmental representative as a Lead Diversity Representative (LDR) for each team. The LDR should ensure that they inform their team of the discussion and listen to any concerns team members may have. This will ensure a channel of communication between you and relevant departments.

To better understand the organisation's culture, ask the following questions:

1. What does it mean to work at your firm? And, in your department?

2. How would you describe the company's culture?

3. What is and isn't working for you?

4. Do you feel you can bring your whole self to work?
   If not, what would make you more comfortable at work?

This is a crucial step. Get a clear understanding of where your company is now and take the time to explore successes and concerns across departments. For example, a possible concern might be that your company is homogeneous: ask yourself how missing perspectives will affect the insight you gather. Discussions will highlight any further areas you will need to address and will be of invaluable use when you plan your strategy.

Additionally, discussions will help you to benchmark your strategy. You want to track the progress of your strategy going forward. To do so, evaluate and measure current performance against the objectives of your D&I strategy. This will give you a starting point to ensure that you can track progress each step of the way.

UNDERSTANDING BIAS

Cognitive biases affect decision-making at all levels and unfortunately these biases may go unnoticed and unidentified. Bias training programs are designed to help organisations tackle the issue. But, before rolling out a bias training programme firm-wide, ensure that you yourself learn about bias and how to identify different examples. To do so, take the following steps:

1. Learn

a. Read **Outsmart Your Own Biases** from the Harvard Business Review[2]

b. Watch **Facebook** and **Google Ventures' videos** on bias as an overview[3]

2. Identify

a. Take the **Harvard Implicit Association Test** to understand how bias is deeply ingrained[4]

Failing to engage employees as participants in debiasing organisational processes can limit the impact of those efforts.[5]

Joelle Emerson
Founder and CEO of Paradigm
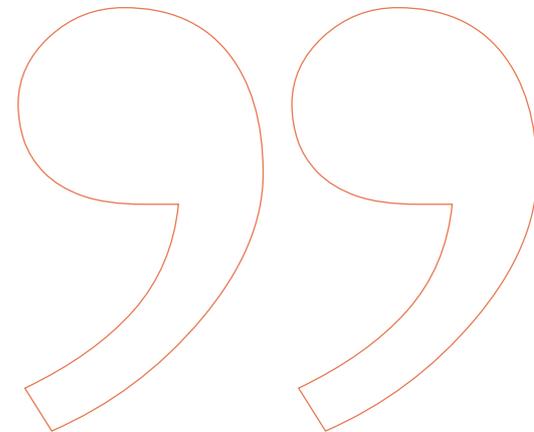
2 Soll, J et al. Outsmart your own biases, Harvard Business Review (May 2015), accessed on October 01, 2018.
3 Facebook, Managing Bias, https://managingbias.fb.com/;
4 Harvard, Implicit Association Test, https://implicit.harvard.edu/implicit/takeatest.html
5 Emerson, J. Don't Give Up on Unconscious Bias Training – Make It Better. HBR: April 28th, 2017, online.

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Training programmes

Social justice or bias training can help tech entrepreneurs and employees to understand how their background and experiences help enrich the position they are in and how it impacts those they interact with.

It is important to tackle bias at an organisational level. However, not all training programmes are created equal. Luckily, there is a growing body of research to help us identify effective bias training programmes and how to motivate employees to adopt behaviours which mitigate bias.

Before training

1.Identify priorities and objectives

Your organisation must be serious about what they want to change. Training is effective when designed intentionally to achieve discrete results.[6] Ask each departmental Lead Diversity Rep. to write a short list of simple, action-specific targets for their team. If you work at a small company, write one list on behalf of your team. Bring and discuss these targets at the training programme. Make sure that each target may be acted upon after your training. Examples of team targets could include:

  a. Have a team that reflects the society it makes products for.
  b. Think more broadly about team dynamics to ensure everyone feels comfortable and supported.
  c. Reduce bias during hiring.

2. Encourage training participation on a volunteer basis

Firms that made bias training mandatory discovered that this enforced approach activated and stimulated bias creating a less open-minded work environment.[7]

3. Concentrate on positive messaging

Some managers rely on negative messaging to encourage employees to sign up for training. For example, focusing on 'negative incentives do not generate converts (for example, "discriminate, and the company will pay the price")'.[8] Instead, share a positive message that bias training helps to build an inclusive workplace. Build on that idea by preceding or following training courses with a team meal to encourage discussion about learnings.

4. Don't single out certain groups of employees for training (i.e. managers)

Research has found that when selected groups of employees underwent special training, they disliked the implication of needing more work to manage bias and opposed the training.[9]

At this stage, be mindful that teams may not have the insight or information with which to commit to ambitious or effective targets before training. In these scenarios, objectives may need to be revisited and revised after training.

[6] Emerson, J. Don't Give Up on Unconscious Bias Training – Make It Better. HBR: April 28th, 2017, online.
[7] Dobbin, F and Kalev, A. Why Diversity Programs Fail. 2016, HBR, online.
[8] Ibid.
[9] Ibid.

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Three principles that encourage effective training:

1. Balance the conversation between limiting defensiveness and communicating the value of bias and social justice training

"It is important to reduce defensiveness, some training programmes go too far and give the impression that, "we all do this, so it's okay." [This normalises bias] and people's actions are more likely to be influenced by stereotypes. It's important that training makes clear the importance of managing bias and offer strategies to do so".[10]

2. Structure the content of the workshop around workplace situations

A bias training session should focus on specific situations the employees would find in everyday business practice (i.e. hiring and team dynamics). When information is presented in a way that is linked to an employee's current work environment, they are more likely to remember and act on it.[11]

3. Have action-led goals

Make sure when raising awareness about bias to educate your team on the underlying causes and systems of inequality too. Training should provide employees with both an understanding of the issues and action-orientated plans. Encourage each employee who takes part in a workshop to bring a copy of their team's objectives, as well as individual goals, along to the session.

Evaluate feedback

Following workshop participation, seek feedback from participants by using a short, structured interview to identify positive and negative outcomes. Not only will this contribute to benchmarking your D&I strategy, it will also reinforce the fact that your strategy is about having conversations at all levels in the company.

Evaluate the feedback against the initial priorities in your D&I document. Does the feedback support the priorities you previously listed? Does the feedback suggest new priorities to consider? Update your list of priorities accordingly.
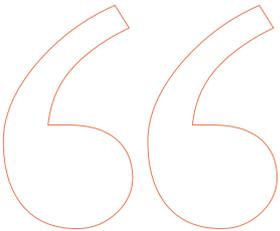
I do see progress towards diversity and inclusion. I recognise that not every company is as lucky to have diversity hard-wired into it as we are. At a start-up, it can be hard to get the talent you want. It can be even harder to find talent while recruiting, or trying to find female coders or data scientists. But if you give in to that mindset and forget about diversity, that's how problems start - much better that you look to build an inclusive culture from day one.

Tugce Bulut
Co-founder and CEO of Streetbees

[10] Dobbin, F and Kalev, A. Why Diversity Programs Fail. 2016, HBR, online.
[11] Ibid.

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DEFINE D&I STRATEGY OBJECTIVES (GENERAL)

Objectives, or purposes, normally fall into one of two categories: generic, or specific. At this stage, focus on the generic (high-level) objectives – a few examples are shown below.

We recommend preparing specific aims with the help of the wider company during Part Two: Planning a D&I strategy.

Generic Objectives

Develop internal communication

Partner with customers to provide solutions

Improve cross-departmental collaboration
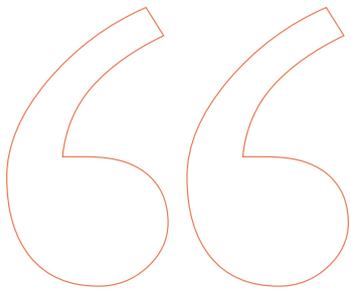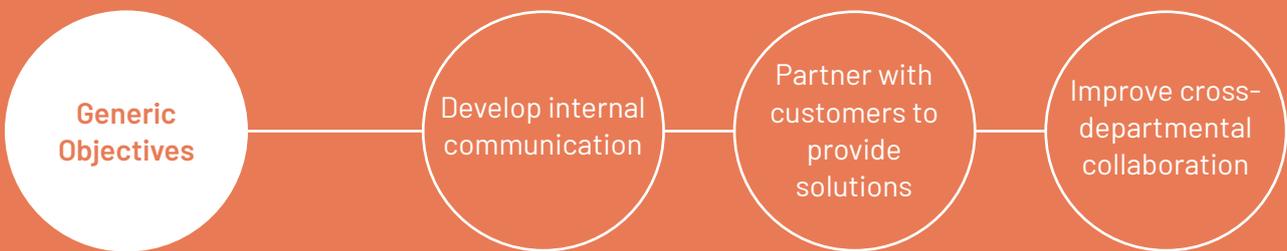
> At LabGenius, we have a diverse team of talent: 31% of our team is female and 50% is international. As a startup (22 employees), we make it clear that we endorse diversity and inclusion by putting our D&I statement on our website, and also at the top of every job description. Our mission D&I statement is:
>
> *Diversity makes for innovative teams. LabGenius is an equal opportunity employer and we do not discriminate based on gender, race, colour, religion or belief, national origin, age, sexual orientation, marital status, disability, or any other protected class.*

James Field
Co-founder and CEO of LabGenius

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WRITE YOUR D&I STATEMENT

If you are a small company, sit down with your fellow founders to determine core values (the principles which define the ethos of your company), key objectives and consider a short D&I statement.

For larger companies, once you have stated the need for your strategy, determined your stakeholders, and set generic objectives, write a D&I statement.

Your D&I statement acts as your reference point throughout the planning and implementation of your D&I strategy. In the case of small companies, it will hopefully put you in good stead for developing a D&I strategy when you begin to scale at a fast rate!

Your D&I statement should clearly set out the main aspects of your document:

◆ What does the discussion on D&I mean to your firm's culture

◆ Core values

◆ What problems will your D&I strategy address

◆ What are the expected outcomes

◆ Projected timeline (to be developed during the next section – Part Two: Planning your D&I strategy)

"

All Shades Covered is a beauty retailer for black women who have been under-served. Given this, it is at our core to be diverse and inclusive in the way we market, hire and raise funds. It would be impossible to build my business without this kind of proactive strategy and a diverse team who represent my consumers.

Tommy Williams
Co-founder and CEO of All Shades Covered

Planning your D&I strategy

In this section, we'll guide you in working out the specific needs and opportunities in your business for a D&I strategy.

TOP TIPS

1. Map communities in your company with different requirements to determine key needs and appropriate actions.

2. Open a communication (feedback) channel which people at the companycan use to input comments and suggestions.

3. Resources: allocate budget, people and time as part of the strategy. Seek approval for these resource allocations upfront.

INTRODUCTION

With consensus for your D&I strategy approved and your D&I statement defined, it's on to the planning phase. The process of planning a new or improved D&I strategy requires you to identify who will use your strategy and what their requirements are. This section will help you develop an appropriate action plan to meet the needs of your employees, customers and any other stakeholders.

The planning phase will also require you to specify internal structures and resources needed to deliver your strategy successfully and to consider possible risk factors associated with the strategy.

STRUCTURE

The planning phase can be structured as follows:

1 Review Existing Initiatives (for mid- to large-size companies)

2 Determine Key Needs

3 Resources: Allocating Budget, People and Time

4 Maintain Ownership

5 Accounting for Risk: Don't Be Afraid to Fail!

REVIEW EXISTING INITIATIVES

The first step is for mid- to large-size companies to define the specific needs and opportunities in your company requires you to review existing D&I strategies already in use. This review period will help you:

1. Integrate your plans with existing strategies

2. Highlight opportunities for operational efficiencies

3. Improve consistency of messaging

4. Develop a partnership, and potentially engage an important ally, with the manager responsible for the existing D&I initiative.

After you review existing strategies, refer to the executive summary of Part One: Understanding bias and building consensus. Do your findings still support the D&I statement?

DETERMINE KEY NEEDS

An effective D&I strategy is focused on people. A strategy that is representative of the culture it seeks to assist will see higher levels of adoption and engagement – these are the best indicators of success. Lou Gerstner and IBM's diversity turnaround is an industry-leading example of an effective D&I strategy[1] which focused on people (customers and employees, alike). To establish key needs, consider the following steps:

1   Map communities in your company

2   Determine community needs, and assign D&I Task Forces

3   Open a channel of communication

4   Define specific objectives and purpose (define common needs)

5   Review and compare: How does the mission statement compare with community needs?

6   Determine key objectives

7   OUTPUT
Outline key objective and action-specific strategies
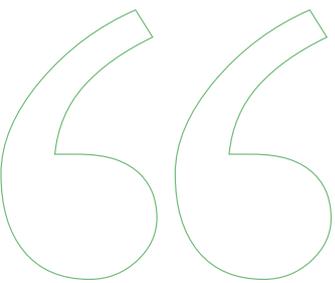
> Series Q is an inclusive space where people can listen to LGBTQ+ speakers, network with like-minded individuals, and discuss LGBTQ+ specific issues faced by entrepreneurs.

John Down
Founding member of Series Q
(the UK's first LGBT+ network for entrepreneurs)
and COO/CFO of The Dots) and COO/CFO of The Dots

[1] Thomas, David A. Diversity As Strategy. Harvard Business Review, (September 2004), accessed on October 01, 2018.

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Map Communities in Your Company

It's easy to group employees by department, seniority or job title, but a D&I strategy looks to expand a company's cultural awareness and support underrepresented groups. With the approval of your co-founders or leadership team, consider traditional categories and think outside the box to identify a balance of diverse communities at the organisation. Here are four examples of workplace communities, and their potential needs which would benefit from D&I initiatives:

Example one

Community: Parents

Definition: Employees who balance work life with raising a family.

Examples of requirements: Parental Leave Policy, flexible work agendas, childcare support.

Example two

Community: HR Team

Definition: Employees who work together due to their shared profession in Human Resources

Examples of requirements: Tools to mitigate bias before and during recruitment.

Example three

Community: Physically Disabled Workers (PDW)

Definition: Employees who have physical, mobility or dexterity limitations.

Examples of requirements: Improved access to building facilities, flexible workplace arrangements.

Example four

Community: Underrepresented Employees

Definition: A group of minority individuals

Examples of requirements: Greater awareness of cultural differences, Equal Opportunity Policy

COMMUNITIES IN YOUR COMPANY

Define Diversity and Inclusion Task Forces to Help Define Community Needs

To determine community needs and requirements, set up Diversity and Inclusion Task Forces. How many task forces you establish depends on the size and variety of communities at your firm.

A task force's responsibility is to determine the needs of their communities (by means of surveys and focus groups) and to share their findings with you and other task force leaders. Ultimately, the goal is to identify key concerns and the best method of implementing a strategy which appeals to the broadest set of employees.

◆ Mid-size company (30-100 people): You probably only need one task force comprising one or more member from each community.

◆ Large-size company (100+ people): You may choose to have one task force per community.

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DEVISING CUSTOMISED STRATEGIES FOR YOUR COMPANY
A step-by-step feedback loop to define relevant purpose.

STEP ONE

OPEN A COMMUNICATION CHANNEL

Your firm is made up of individuals. Each employee will have unique concerns and needs. Your D&I strategy needs to be accessible to each employee regardless of:

◆ Technical skill.

◆ Physical location (i.e. remote workers).

◆ Accessibility requirements.

◆ Language.

Open a line of communication to all employees, with the possibility of submitting feedback anonymously. How to collect feedback? Consider

◆ Installing a suggestion box in the office.

◆ Sending out digital surveys monthly.

Seek help from the HR department if you need additional support setting up this channel.

Together with the feedback from Task Force groups, use this input to enhance your list of community needs.

STEP TWO

REVIEW AND COMPARE:
HOW DOES THE D&I STATEMENT COMPARE TO COMMUNITY NEEDS.

At this stage, you will have a list of community needs. Now:

◆ Refer to your executive summary from the previous module.

◆ Place the goals (aka general objectives) listed in your D&I statement alongside the key needs of communities.

◆ Determine what commonalities are evident from the list of community needs.

◆ How do these reflect your D&I statement?

You now have a set of common needs which reflect community needs and your D&I statement.

STEP THREE

DETERMINE SPECIFIC NEEDS, DEFINE STRATEGY PURPOSE

The commonalities which you identified in the previous step are in fact key objectives – issues you seek to resolve as part of your D&I strategy. With your:

◆ list of key objectives (or key community needs).

◆ alongside the general objectives of your mission statement.

You now have a defined purpose for your D&I strategy.

STEP FOUR

OUTLINE NEW STRATEGIES

Take each specific objective, and determine action-based solutions and initiatives. List these to disclose your new and customised strategies for your D&I strategy.

You now have a custom-built D&I strategy. This feedback loop will help you update your strategy and keep it relevant to your company's needs.

Remember to audit your strategy at regular intervals using this loop.

AND REPEAT

"The main thing is to get something out there. Sometimes it can feel like too daunting a task to even start, however the most important thing is to start the conversation, with your team, future employees and your stakeholders."

Alice Bentinck
Co-founder, Entrepreneur First and Co-founder, Code First: Girls

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RESOURCES: ALLOCATING BUDGET, PEOPLE AND TIME

Guided by the strategy's purpose and objectives, alongside an understanding of how diversity and inclusion can improve different categories of business (i.e. talent retention, winning the business and loyalty of customers, driving market innovation[2]) you will know what needs to be addressed, but not necessarily how to do so.

There is no 'one-size fits all' solution, but don't worry! There will be resource requirements and business impact on the company when you launch your strategy. By identifying who and what will be required from the start, you can plan for any additional resources, reduce risk and create tangible timelines.

Budget
Financial resources are crucial to the launch and management of the D&I strategy. You will need to sit down with your C-level executives to discuss funding the strategy. Additionally, it's important to realise that while all D&I initiatives require time, some D&I actions plans are free (for example, sending out an employee survey for feedback).

There is no universal structure for determining a budget for your D&I strategy: each strategy is custom-designed to fit your company's needs. However, before meeting with your fellow founders (for small companies), or your CFO (for mid- to large-sized companies) to determine a budget, prepare a realistic budget that takes into consideration:

Goals

◆ 3 to 5 objectives you hope to achieve during the period for which you are budgeting

Action plan(s)

◆ How you achieve these goals, what resources (people, tech tools) you'll need

Term

◆ Is the budget for a year? Or is it for 36 months?

By preparing a plan for your budget in advance, your CFO or fellow founders will be able to forecast costs and approve a final budget more quickly.

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[2] Hewlett, S A and Yoshino, K. LGBT-Inclusive Companies are Better At Three Big Things. HBR, February 02, 2016, accessed on October 01, 2018.

People

Get the right people behind your strategy from the get-go, as well as during the launch and to manage the project after its implementation (both critical to the strategy's success).

For small companies (<30 people), get your whole team behind the initiative - if you do, you will be creating a team of cultural ambassadors who will help share the responsibility with the leadership team.

Plan your team and define roles and responsibilities to reduce common risks including project overload, lack of ownership, poor governance, and lack of direction. Companies should plan this team to match their distinctive objectives and values. However, there are some fundamentals to consider when identifying who needs to be involved, and what their role may include. Remember: the success of a D&I strategy starts with the leadership team and subsequently depends on the strategy's adoption by the company as a whole.

Depending on the size of your company, roles will differ from one business to the next. If you are a startup or small company, you may have limited resource availability. Therefore, one person may undertake multiple roles.

If your resource is internal, employees may be faced with balancing project responsibilities alongside their job. This may cause conflicting priorities. To counteract task overload, ensure that the D&I strategy team roles and responsibilities are agreed, documented, and clarified upfront. Make clear what is expected of each team member both during the project and in the long run. If roles change, handover needs to be documented and agreed upon by all stakeholders.

Below, we set out a few example roles and responsibilities for a D&I team and ongoing management of the project:

WHO	WHY	ROLE(S)
C-Level Executive(s)	This leadership group has the power and influence to generate real change in your firm (both in terms of culture and procedure)	◆ Sign off and support the strategy purpose and objectives ◆ Offer input regarding the company's objectives ◆ Lead change, break down barriers preventing the strategy from reaching full capacity ◆ Escalation point for management regarding unsolved issues
D&I Manager/Lead (strategy management)	They facilitate centralised management of the D&I strategy on a daily basis.	◆ Works with leadership group and stakeholders to plan and carry out the strategy ◆ Daily management of the strategy (i.e. creating and maintaining)
Head of Talent/ Recruitment	They lead hiring decisions (a crucial division of the business that directly correlates to people diversity), and has the power to influence workforce diversity	◆ Consult and assist with selecting methods/tools to source and recruit diverse talent pools ◆ Provide metrics on hiring
PR	They are accountable for content/messaging published showing the company's support of D&I	◆ Provide content publisher resource, and keep content up-to-date ◆ Work with C-level execs. To adhere to content strategy
Task Force Reps (steering groups)	This group is the workforce sounding board. They represent cultural representation within the company and should consult on ideas, and plans you want input on.	◆ Work with your D&I manager (if applicable) to provide workforce feedback on current and future developments ◆ Maintain open channel of communication between their community and D&I manager.

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Time (and deliverables)

Timelines for strategy deliverables vary depending on scope, size and complexity of the company. What matters is that you devise a realistic timescale that allows for both short term and stretch goals to be realised. Change in company culture is not instantaneous. Allow for contingency events and delays. Break down your project into crucial stages and establish deliverables for each step (for example: when do C-level execs. need to sign off on initial resource budget). As you work through your plan, the timescale will become clear.

Maintain ownership

The most successful D&I strategies are those with 'higher levels of continued engagement and accountability, such as task forces, diversity managers, and mentoring programmes.[3] For some leading industry examples, check out Part Four: Case studies.

To foster high levels of engagement, hold workshops, one-to-one meetings with task force leads/department heads and encourage participation in diversity and inclusion-related outreach programmes. These activities and feedback sessions will ensure accountability and help to instill a sense of employee ownership in your D&I strategy.

Accounting for risk: don't be afraid to fail

Risk is a set of possible factors (events or conditions) that should they occur, they could cause impact on, or deviation from, a project objective. Risk factors differ from one firm to another so take into consideration the size, priorities and sector of your company. Evaluate any potential challenges to your D&I strategy with a simple brainstorming session between you and your D&I team.

Don't ignore stating risk. Transparency and prevention measures are the most effective ways to mitigate the severity of risk.

"Go beyond *the illusion of inclusion.* It's the difference between mentorship and sponsorship — that means you have skin in the game. It takes a conscious personal commitment from everyone."[4]

Candi Castleberri-Singleton
VP of Inclusion and Diversity at Twitter.

[3] Pruitt, A-S et al. 5 Things We Learned About Creating a Successful Workplace Diversity Program. HBR online, March 30, 2018, accessed on October 01, 2018.

[4] Sultani, M A. "Candi Castleberry Singleton Hired as VP of Inclusion and Diversity at Twitter", USA TODAY 9online): https://www.techfunnel.com/hr-tech/candi-castleberry-singleton-hired-vp-inclusion-diversity-twitter/. Accessed on Ocotber 01, 2018

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> " " To me, diversity also refers to someone's skill set. Beyond education backgrounds, we look for hires who illustrate a variety of skills.

Devika Wood
Co-founder and Chief Care Officer of Vida

Building and implementing

In this section, we offer specific strategies to implement in your business.

TOP TIPS

1 Brief recruiters specifically to build a diverse pipeline and mitigate bias by removing irrelevant information from applications.

2 Build an inclusive workplace by ensuring that team members feel supported and understood. Make sure all employees have a personal development plan in place.

3 Think upfront when designing products about accessibility and how different barriers to reaching your product might be mitigated.

INTRODUCTION

In this section, we explore tried and tested strategies to promote:

◆ Diverse and Inclusive hiring

◆ Diverse and Inclusive workplaces

◆ Creating inclusive products and services

Diverse and inclusive hiring

Sourcing Candidates

In theory, it is easy to say that as a firm you aim to recruit and source candidates from a diverse range of places. In practice, this can be difficult.

Typically, tech founders and workers come from homogenous industry and educational backgrounds such as engineering, data science, finance and consulting. Candidates may be sourced through recruiters (who often only access this same pool of candidates) or they are sourced through personal contacts (who tend to recruit in their own image – this is known as affinity bias. If you choose to work with a recruitment firm, make sure they are well versed with your D&I strategy. Remember, the recruiters are essentially representing your organisation during this important stage.

It is important to ensure that the pool of candidates is varied and diverse from the start: indeed, if there is only one unrepresented candidate in your candidate pool, there is statistically no chance they will be hired. The odds of hiring an underrepresented candidate are 79.14x greater if there are at least two unrepresented candidates in the shortlisted pool of candidates.[1]

BACKSTAGE CAPITAL: A NEW APPROACH TO SOURCING TECH TALENT

Experiment with unusual ways to recruit talent - consider social networks (i.e. Twitter or Instagram). Backstage Capital, a venture capital firm who invests in underrepresented founders (particularly black, Hispanic, LGBTQ+ and women founders), swears by this new method.

The Backstage Capital team, or crew (as they are known), was launched by Arlan Hamilton who was determined to hire a diverse crew to represent her bold mission. The crew now boasts 21 members. Team members come from a variety of educational backgrounds and broad spectrum of professional experiences. But! They mostly have one trait in common – they met and reached out to Hamilton on Twitter before joining. As the crew continues to scale, this new approach is recruiting isn't going anywhere. As partner and Chief of Staff Christie Pitts says, "using social networks has been an incredibly powerful way to hire passionate, talented people who will go the extra mile for Backstage. Unlike using recruiters, it's also completely free"

Not only is Twitter free to use, but it is accessible for anyone with a phone or access to internet connection (if you don't have access at home, pop down to your local public library). It's one way to access new people outside of local networks, education circles, or the professional industry you're in!

Christie Pitts
Founding Partner,
Backstage Capital

BACKSTAGE CAPITAL

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[1] Johnson, S.K., Hekman, D. R., & Chan, E. T. (2016). If there's only one woman in your candidate pool, there's statistically no chance she'll be hired. Harvard Business Review, accessed on October 01, 2018.

Writing job descriptions

Coded language in job descriptions can attract, or deter, certain groups of candidates from applying. For example, in terms of gender diversity, research shows that certain phrases and words that are masculine-coded (for eg. adjectives including 'competitive' and 'determined'[2]) reduce the likelihood of women applying to jobs. By contrast, phrases which highlight flexible working options, such as 'we are open to flexible working' have shown to increase applications from female candidates and parents.

There are free software programmes available to scan job descriptions for gendered words: these tools ensure that job descriptions are not actively discouraging applications from certain gender groups (see Part Four: Tools and Resources for examples).

Additionally, it is worth stating on the job description that your company is committed to promoting diversity and inclusion. Also let candidates know that if they have any questions about accessibility, or policies that might affect their ability to do a good job, to get in touch.

Engage with education programmes

Many relevant university programmes run networking events, seminars and careers days focused on providing their students with access to potential employers. It is important to select events which are likely to have diverse audiences, and to ensure that any presentation from the firm leads with the firm's commitment to diverse hiring.

It is key to remember that it is not just the tech events within your sector that you can be involved in – many universities (and schools) also run minorities-focused events and groups, encouraging and inspiring minorities in business, such as the African OBN at The University of Oxford or the Dynamic Women In Business Conference at Harvard Business School. It is crucial to be involved in these events, and to present the firm's vision and mission clearly to their members.

There are many other ways to engage with the relevant university programmes including job postings on relevant portals (e.g. MBA course portals), engaging with their outward content (e.g. blogs, social media channels), guest lecturing/Q&As and sponsorship.

At colourintech, we believe that the future of tech will be a collaboration of people from different backgrounds and experiences. To achieve change, we need to address issues D&I at the educational level. We introduce kids and teachers to the broad spectrum of jobs available in the tech industry, and we help provide access to skills and opportunities.

Millie Zah
Head of Programmes at colourintech.

[2] Knight, R. 7 Practical Ways to Reduce Bias in Your Hiring Process. HBR online, June 12, 2017.

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Creating and building your firm's profile

Communicate the message to the tech community that your company is actively championing diversity in its hiring and sourcing processes. There are several ways to incorporate this into your organisation's messaging, once you've laid the foundations for this internally.

◆ Online presence: Share first or third party content (e.g. articles, or videos) on social media that celebrate and discuss the positive impacts of diversity. The firm website should reflect this as well, (through the language of inclusion and the imagery used).

◆ PR: Develop a proactive media/ PR programme focused on profiling the achievements of underrepresented employees of your company. It is a good idea to develop relationships with relevant journalists so that they come to you for comment on best practices.

◆ LinkedIn: Use LinkedIn carefully and strategically. As above, sharing third party content is important but it is key to develop your own voice and your own bank of content that can be re-posted by others. LinkedIn is not just for job postings: it is a channel with a high organic reach.

◆ Brand ambassadors: If they are comfortable doing so, empower individuals from underrepresented groups within your company to take a brand ambassador approach (through testimonials online, university networks or speaking at events).

Brief and manage recruiters

For mid- and large-size companies, you will probably have a hiring manager (an internal search committee) or use recruitment firm to bring in new talent. To both parties, remind them of the organisation's diversity goals and clearly brief them on what you want to see in the shortlist of candidates. An example brief could be the following:

I would like to see three members of underrepresented groups in the shortlisted group of candidates.

It is important that you insist upon your requirements for sourcing from a diverse range of candidates. If you are unsure whether a recruiter has understood your brief, submit your requirements as a short, written list and ask them to explain how they will go about fulfilling the brief. Also ask the recruitment agency what other measures they take to recruit from diverse pools of talent: as one example, do they use software programmes for blind CV reviews?

Use diversity-focused tech platforms

Software tools can help better promote diverse hiring, e.g. by anonymising and structuring application processes. A list of such platforms is found in Part Four of this guide.

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Assessing Candidates

Mitigate bias by removing irrelevant information and having clear assessment processes and criteria

Have a transparent, predetermined assessment process and criteria to keep biases in check and ensure companies and candidates are assessed fairly and objectively. Remember to set your assessment process and criteria upfront rather than during the process.

Experiments in the US, Canada and Australia (which involved sending fake resumes to real employers) showed that applicants with 'white-sounding' names tend to receive more interviews. Response rates to otherwise identical applications can be up to 50% higher for names that sound caucasian; in the UK, in the figure is just over 75%.[3] This is because recruiters (of a similar ethnic demographic) tend to favour candidates with whom they identify.

Sample assessment structure outline:

1 Use competency-based, structured interviews where all candidates are asked the same questions (see Appendix II for sample questions)

2 Score each answer immediately after it is provided[4], using a simple scale of 1-10.

3 Then compare the scores of all interviewed candidates to highlight the top candidate(s) for the role.

This simple, 3-step assessment process is objective, therefore reducing the chances of making biased decisions based on opinion and gut instincts.

Select a diverse hiring panel.
Discuss angles of vision.
Diverse teams are hired by diverse interview panels. The demographic structure of an interview panel sends a clear message to candidates: a diverse hiring panel signifies a diverse organisation. It also helps to mitigate personal bias during the interview process. A diverse hiring panel will also allow a multitude of angles of vision to be brought in when making decisions will prevent pattern-recognition bias (particularly for senior executives who might over-rely on their experience) and action-oriented bias.

Collect individual feedback before gathering hiring panels as a team
Team members should be allowed to express their views individually and independently of one another before debating as a team. This will lower the chances of team members influencing one another and give them the opportunity honest opinions.

[2] Applied Team, Applied White Paper, Hiring is Broken, 2018
[3] Bohnet, I. How to Take the Bias Out of Interviews. HBR online, April 16, 2017.

Allow enough time!

Try to avoid scheduling interviews when extremely time-pressured, as the likelihood of making quick and biased decisions will increase when CEOs or HR managers are not fully engaged and distracted by other tasks. Fast-growth tech companies are particularly pressured to make decisions fast, and should therefore take extra care when assessing candidates to avoid inaccurate decisions.

In practice, there is no prescriptive timeframe for 'enough time'. What matters is that short breathers are scheduled directly before interviews, to allow hiring panels a few moment's space to ready themselves.

Be critical of your own process, and ask for feedback from candidates

Whether successful or not, candidates may have an interesting perspective on a recruitment process - so don't hesitate to ask for feedback.

Some general feedback questions that can be asked to check for bias include:

◆ Would you recommend this company / recruitment process?

◆ Do you feel like our process assessed you fairly?

◆ What questions do you wish you were asked?

◆ Did you have any questions that didn't get answered?

◆ Did you feel like the process and culture were inclusive?

◆ Did interviewers make you feel comfortable and help you through the process?

Offers

Pre-close: understanding the candidate

Try to understand how the candidate is feeling about the job, and what matters most to them (e.g. personal circumstances, child care, flexible working, religious commitments, base salary).

Does the candidate feel that there is an opportunity to progress, grow, and develop themselves within the organisation? What, if any, limitations do they potentially foresee with this opportunity?

Referencing

There is one key reason why it is essential to take references during the offer stage:

◆ To ensure that the candidate's references offer a values fit for your company (i.e. what are they like within a working environment, and do they share similar values). As mentioned in the previous section, it is essential to ascertain whether a new employee will be a positive asset to Diversity & Inclusion.

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Induction
Let new hires know that D&I is important (inc. glossary of terms)

This can be done via:

◆ Sharing your D&I resources, including your internal policies

◆ D&I onboarding sessions during induction (and afterwards!)

◆ Invitation to your Employee Resource Groups (ERGs)

◆ Every company has their own unique company language - acronyms or specific terms. It's important to help newcomers feel like they're speaking the same language as the rest of the community, so provide them with the resources to help them get up to speed.

Paint the bigger picture

For onboarding to feel inclusive, new employees need to feel like they're "in the know". This can be achieved by:

◆ Sharing your team's current roadmap or strategy to give them an understanding of what the team does, and their priorities at the moment;

◆ Providing an organisational chart or explanation of how the team shares responsibilities;

◆ Making sure employees know who their main point of contact is in the team (without isolating them from the rest of the team), how the relationship will work.

Set up a Buddy System

Implementing a Buddy System within the workplace can be invaluable to an organisation as it provides benefits for the employee and employer in gauging how they are settling into their new role, and to talk through any potential concerns:

1. It gives the employee a chance to integrate early on within the workplace, ensuring that they have someone to speak to during the first few months;

2. A formal Buddy System can also become an informal way of sharing knowledge or learnings across the organisation;

3. It is essential that a Buddy System crosses genders, ages, seniority, ethnicity as it will help to embed the new employee into your organisation's culture.

"
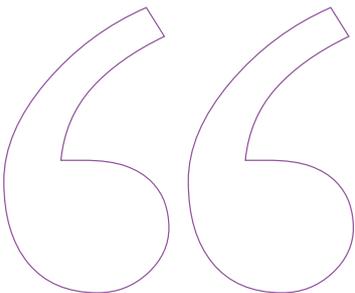
From my work as a founder, the best on-boarding experience (that fosters a sense of inclusion for for both the new hire and the mentor) is the result of: managing expectations on both sides of the on-boarding equation, clearly expressing milestones (and ask questions if there is any doubt) and distilling mission to better understand the company's expectations.

Abadesi Osunsade
Founder of Hustle Crew

[5] Sherbin, L and Rashid, R. Diversity Doesn't Stick Without Inclusion. HBR, February 01, 2017.

Creating an inclusive workplace

Diversity doesn't stick without inclusion[5]. What does it mean to have an inclusive workplace and how do you create one?

An inclusive workplace is a welcoming culture where employees are treated with dignity and respect and feel valued. The workforce anticipates being representative of the local community or customers (or if not, under-represented groups are encouraged to apply) and the senior management support plans to improve the culture. The following measures suggest how you can make your workplace more inclusive.

Team structure and composition

Effective teams indicate inclusive work culture. What makes a cohesive and operative team?

In 2016, Google analysed more than 100 teams to find the answer: effective team performance correlates to the group's average level of emotional intelligence and a high degree of communication between members[6]. In other words, an individual's personality affects team performance, and in particular:

◆ What role you have within the team

◆ How you interact with the rest of the team

◆ Whether your values (core beliefs) align with the team's[7]

More effective teams feature a mix of skills and personalities (a balance between functional roles – based on formal position and technical skill - and psychological roles – based on personality). To determine the kind of person each team member is, choose one test (or both) for the team to take, individually:

1. **The Belbin Team Inventory**
   (behavioral test)

2. **Myers–Briggs Type Indicator**
   (introspective self-report questionnaire)

The real change for D&I has to be comprehensive. It has to include everyone — not just women. When you are only including one group, that's not real inclusion. It's not the one-off checkbox activities — it's making inclusion part of your culture, part of everything you do, and making everybody feel like they're included and that they belong.[8]

Ellen Pao
CEO of Project Include

[6] Winsborough, D and Chamarro-Premuzic, T. Great Teams Are About Personalities, Not Just Skills. HBR, January 25, 2017.
[7] Ibid.
[8] Reese, H. Ellen Pao worries that tech's diversity problem is stuck in 'raising awareness'. Vox (online): https://www.vox.com/conversations/2017/9/26/16367602/ellen-pao-diversity-tech-silicon-valley-sexism. Accessed October 01, 2018.

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Personal plans and feedback systems

Personal development plan (PDP)

The primary aims of a personal development plan (PDP) are:

◆ To give direction for individuals towards the achievement of their short-term or long-term goals by looking at their behaviours, attitudes and results;

◆ To allow individuals to learn more about themselves, their strengths and weaknesses, and how they can be managed for self-benefit.

For mid- to large-size companies, line managers will most likely be in charge of PDPs, and a yearly check-in should be sufficient. However, consider bi-annual PDPs for junior hires to make sure they have the chance to clearly develop steps in their career progression.
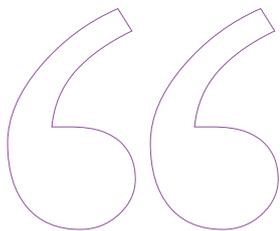
Arrange to speak with line managers if you think PDPs do not ask important questions regarding employees' perceptions of your D&I strategy (i.e. how an employee feels about the D&I strategy, how it affects their sense of inclusion and their level of comfort at work). PDPs can offer valuable insights into how an individual's career progression correlates to their sense of inclusion at work.

"

Some of our roles lend themselves to allowing people to work remotely, and are fully supported. This works not only for parents, but also for people with other commitments (careers) and those with limited mobility.

Tom Blomfield
CEO and Co-Founder, Monzo

Wellbeing and Mental Health

It's important to make sure that a feedback system regarding wellbeing and mental health is available for employees. Mental health and wellbeing are two of the least discussed barriers in the workplace, and yet one in six of people at work have symptoms of a mental health condition.[8] The relationship between employee wellbeing and engagement is crucial and necessitates investment: a healthy and happy employee means a more productive and engaged employee Create a simple, online questionnaire to capture current health behaviors of employees.

Working environment

The space in which you work also contributes to the company's diverse and inclusive culture. Consider how the design of your office(s) provides and accommodates the needs of employees and customers alike. Try to remove barriers by reflecting on the following examples of inclusive features:

◆ Gender neutral toilets

◆ Induction Loop for hearing impaired users

◆ Quiet spaces for coding

◆ Prayer room

◆ Wheelchair accessible entrances

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[8] BBC News, Mental Health: Firms Ask PM to Deliver on Pledge, https://www.bbc.co.uk/news/uk-46251391

Human Resources

Staff handbook

Consider providing (and regularly auditing) a staff handbook, available to all employees. This resource is contains key sections which include the company's mission statement and information on the company's culture, policies and procedures, as well as contact details for optimizing communication between departments and offices (if your company has more than one office).

Policies

Policies and formal practices set out behaviors you expect in the workplace and concern human rights, equality and inclusion. Your organisation may have sector-specific standards and legal requirements with which you need to comply, but beyond what is legally mandated (for example, the Equality Act 2010), which policies help to create a welcoming environment? Consider the following policies for a fairer, and more representative workforce (if you don't already have them):

Your company policy

This statement can emphasize your stance on the importance of a diverse workforce at should complement the legally required equal employment policy.

Inclusion Clause

A procedure that ensures at least one member of a population currently underrepresented within the company is formally interviewed for any open executive position.[9]

Flexible Working Policy

Procedures that offer flexible and remote working options in a fair and objective manner.

Procedures for Parents, Carers and Expectant Parents

This includes topics such as parental leave, adoption leave, time off for dependents, parental pay and whether you provide over the statutory minimum.

Code of Conduct (Anti-Discrimination, Bullying and Harassment)

Procedures that clearly set out behavioral standards that are expected in the workplace, and the consequences of unacceptable behavior. Each firm should have someone responsible for dealing with complaints when they occur. Everyone at the firm should be aware of who this person is, and how to approach them with an issue.

Consider whether you could also create an external Buddy System outside the firm but within the industry, where founders and employees can freely ask the question "is this behaviour normal?"

Training and Development

Procedures to ensure all employees have access to regular training on equality, human rights and bias.

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[9] Mark Suster, Both Sides of the Table, The VC Inclusion Clause, 8th March 2018, https://bothsidesofthetable.com/the-vc-inclusion-clause-movingforward-c5e21e61820, accessed on October 01, 2018.
[10] Green, J. Deloitte Thinks Diversity Groups Are Passé. Bloomberg Business Week, July 17th, 2017 (online) 01, 2018.
[11] Emerson, J. Colourblind Diversity Efforts Don'T Work. HBR: September 11, 2017 (online)

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Social

Employee Resource Groups (ERGs)

Employee Resource Groups (ERGs) are both celebrated and criticised[10]. However, the business benefits of ERGs outweigh the negatives. These groups (or forums) provide spaces for discussing community-specific needs and opportunities. ERGs facilitate feedback from employees to decision-makers and serve as points of contacts for engaging allies in D&I efforts. Well-functioning ERGs therefore have the potential to:

◆ Improve customer insights

◆ Increase employee engagement

◆ Supporting talent development[11]

Although ERGs sometimes fail to progress organisational inclusion efforts, this is due to design and execution - not to the underlying logic.

Informal Networking Events (Work Functions and Socials)

Even with the best intentions, what sounds like a fun, informal networking event (or social) at your company may be an example of bias that excludes certain employees from their company's culture[12]. To ensuring the next work function is a party for everyone, consider these top tips for managers in charge of organising the event:

"

There is an ever growing array of tools to help manage individuality in organisations. It starts with hiring – ensuring you see a diverse set of candidates and an interview process that is inclusive of diverse and properly trained interviewers. Also, understand any individual hire's needs and circumstances and create a more customised work environment. This is hard to do as an organisation scales, but extremely important in getting the best out of individuals and teams.

Reshma Sohoni
Founding Partner, Seedcamp

1. Learn about employee preferences (via an organisation-wide anonymous survey) and provide options for:

   ◆ Food

   ◆ Drink

   ◆ Activities

2. Plan a greater variety of events that

   ◆ Don't feature alcohol

   ◆ Happen during the day (for those who are carers or have child-care responsibilities)

   ◆ Scheduled days of no events/parties in respect of religious holidays

   ◆ Are group activity-based (for example: potlucks, community volunteering)

3. Audit number of attendees and frequency of attendance and ask for feedback after events.

[10] Green, J. Deloitte Thinks Diversity Groups Are Passé. Bloomberg Business Week, July 17th, 2017 (online) 01, 2018.
[11] Emerson, J. Colourblind Diversity Efforts Don'T Work. HBR: September 11, 2017 (online)
[12] Tulshyan, R. How Managers Can Make Casual Networking Events More Inclusive. HBR, October 22, 2018 (online).

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Creating inclusive products and services

INTRODUCTION

What does it mean to create an inclusive product or service? It means designing a product/service that is representative of your consumer base. In this section, we offer advice on understanding the need and opportunity for inclusive design, as well as tips for improving the inclusivity of your product or service across a range of design considerations.

The opportunity for inclusive design

In the tech industry, designers and developers often imagine one, single "target" user. The "target" user may well be somebody from the majority population, who is then represented in design choices, onboarding and marketing.

In practice, no two users are exactly alike. Physical and cognitive disabilities, as well as environmental factors or barriers, can result in people encountering design barriers that prevent them from fully engaging with technology: hardware, software, and beyond.

As we've discussed in previous sections, there are many reasons why accessibility should matter to you and to your work. These include:

◆ The business benefit of reaching broader and marginalised audiences. In the UK, Government prevalence data shows around 15-20% of the population identifying as disabled[13]. And when looking more broadly at the people who encounter impairment related barriers with day to day tasks regardless of how they identify, the figure is as much as 57% of the working adult population.

◆ The creative benefit of thinking about different kind of problems – many technologies that we rely on today, from the keyboard to the touchscreen to vibrating ringtones came from thinking about disability.

◆ A means of making your products better for everyone, as what's an impassable barrier for one group is often also an annoyance for everyone else. If you solve for a permanent physical disability (e.g. one arm) you also solve for temporary disability (eg. broken arm), situational disability (e.g. driving, holding a beer) and simple difference in preferences too.

◆ Legal compliance: many industries have explicit accessibility requirements under both domestic and international law.

Don't exclude people with disabilities from advancing and meaningfully making use of your product or service; think in terms of how to reach as wide an audience as possible rather than how to design for an average. Remember that representation does not mean adding a token solo shot of a technology user with disability but truly aiming for broader inclusion in society.

[13] HM Government, 16 January 2014, https://www.gov.uk/government/publications/disability-facts-and-figures/disability-facts-and-figures (online)

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General principles of accessible and inclusive design

Basic accessibility can often require relatively minimal development impact. Indeed, accessibility features may already be a built-in feature of the software, tech and tools you already use.

The Web Content Accessibility Guidelines (2.0) provide a helpful framework to analyse accessible design in a methodical way, based around four key principles:[14]

Perceivable

Can users perceive the content? This helps us keep in mind that just because something is perceivable with one sense, such as sight, that doesn't mean that all users can perceive it.

Understandable

Can users understand the content? Can users understand the interface and is it consistent enough to avoid confusion?

Operable

Can users use UI components and navigate the content? For example, something that requires a hover interaction cannot be operated by someone who can't use a mouse or touch screen.

Robust

Can the content be consumed by a wide variety of user agents (browsers)? Does it work with assistive technology?

For more online tools and resources see Part Five: Tools and Resources
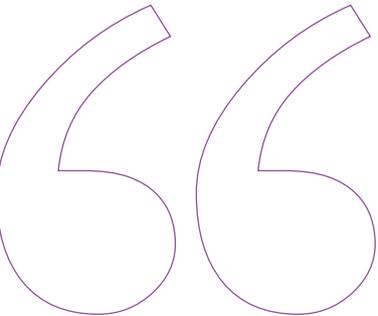
Diversity and inclusion isn't just good for business. It's necessary.

Henry Davis
COO and President at Glossier.

[14] Web Content Accessibility Guidelines, 11th December 2008, https://www.w3.org/TR/WCAG20/ (online)

Design considerations, for a range of situations
Disability

Disability is a mismatched interaction, a difference between the capabilities of the user and the requirements of what they're interacting with. When someone's physical ability encounters some kind of barrier, making it difficult to perform a day-to-day task.

These barriers are usually designed, put there by another person. By being aware of what kind of barriers people can face we can remove or avoid them, preventing disabling situations from occurring and avoiding unintentional exclusion. It's that process that is known as accessibility.

Accessibility

Accessibility can seem like a daunting prospect as there is such a wide variance of disabilities. But those conditions aren't what matters, you do not need to design for each individual condition. What matters is barriers, and barriers are shared. So, for example the barrier of small fiddly interface elements. Avoid that barrier and you've solved for not only people with completely medically unrelated motor conditions from Parkinson's to Dyspraxia, you've also solved for a wide range of vision related conditions too.

There are some considerations that take time and money. There are others that are cheap and easy, sometimes even free, just a simple design decision. The earlier you address accessibility in the process the cheaper and easier it becomes. Retrofitting accessibility can be difficult, expensive, and limited. For example, trying to change all of your small text to a reasonable size once you've design a product is no fun at all. Deciding at the outset that you aren't going to use small text is free.

While it may seem tempting in early stages of design and ideation to think that it would be wasted effort, that it would be better to wait until you have something more concrete, this is a mistake. Early design decisions can save you considerable time and effort later on, and often do carry through even if you're planning on scrapping your current prototypes. They can also influence the direction you're heading in, and provide you with new angles that you might not otherwise have considered.

There are three key tools to help you, all of which are better carried out as early as possible. Each has its own pros and cons, but if you're able to make use of even one of them your products will provide a much better experience; if you can make use of more than one you stand the best possible chance of them being as useful or enjoyable as possible for as many people as possible.

1. Follow existing best practice guidelines

Most industries have freely available resources on the kind of barriers that exist for that sector and the kind of solutions available to bypass them. Sometimes guidelines may be in the form of legal requirements, such as CVAA's requirements on communication and broadcast video technologies for use in the US market, WCAG2.0 requirements for UK public sector websites and software, or the upcoming European Accessibility Act's requirements across several digital areas.

2. Testing directly with the audience

There are many companies who can help you recruit participants with disabilities for to take part in user research and focus groups. This even can be done before any design and development takes place, through formative research on competitors' products.

3. Expert advice

Seek advice to help interpret and prioritise and bring experience of solving similar issues in your field.

But even just spending a couple of hours looking at your early ideas and thinking about what kind of unnecessary barriers they might present relating to vision, hearing, mobility, cognition (taking in, processing and actioning information) and speech can go a really long way to improving your product or service.

14 Top 10 most spoken languages, Ethnologue, 2018, https://www.ethnologue.com/statistics/size (online)
15 NHS, "Dyslexia" https://www.nhs.uk/conditions/dyslexia/ (online)

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Language (international, reading ability)

English is the most dominant language on the web, but on a global level, it's not that widely spoken or understood. According to Ethnologue (2018) the top 10 most-spoken languages are:[14]

Top 10 most-spoken languages		
1	English	1.121 billion
2	Mandarin Chinese	1.107 billion
3	Hindustani (Hindi-Urdu)	697.4 million
4	Spanish	512.9 million
5	Arabic	422 million
6	French	284.9 million
7	Malay	281 million
8	Russian	264.3 million
9	Bengali	261.8 million
10	Portuguese	236.5 million

It's also worth noting that reading and writing abilities may vary too. In the UK, it is estimated that 1 in 10 people has some degree of dyslexia[15]. The chart below shows the percentage of adults between 16 and 65 who have literacy difficulties.

Percentage of adults between 16 and 65 years with literacy difficulties

Average	16,4
Austria	15,6
Czech Republic	11,9
Denmark	15,8
Estonia	13,1
Finland	10,6
France	21,7
Germany	17,8
Ireland	17,5
Italy	27,9
Netherlands	11,9
Norway	12,5
Poland	18,8
Slovak Republic	11,7
Spain	27,7
Sweden	13,3
Flanders (Belgium)	14,8
England and N.I.	16,6

[16] Colourblindness, http://www.colourblindawareness.org/
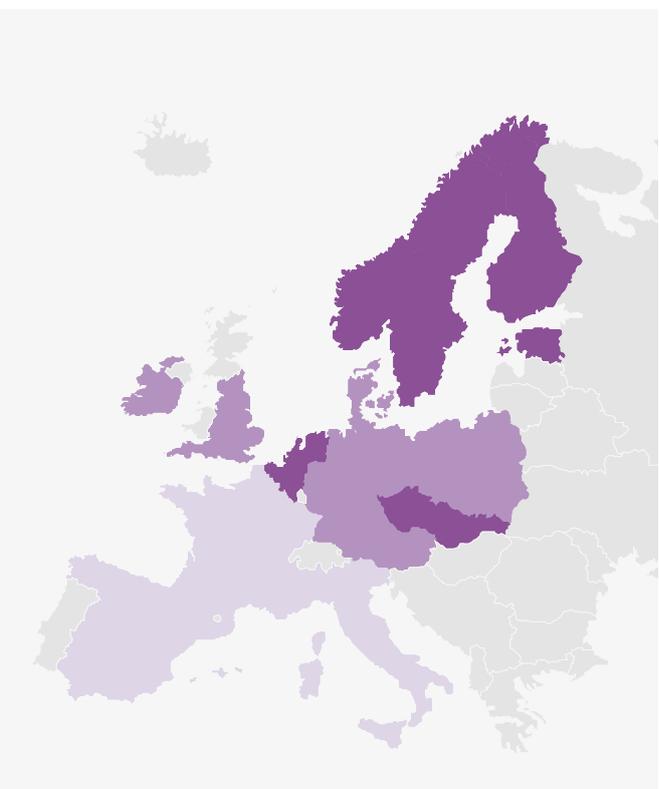
Language (international, reading ability) continued

Strategies to consider

◆ Use simple, basic language and avoid jargon.

◆ Translate to languages your users are most comfortable with for reading. Make sure you also use fonts that support the character set of foreign languages and text flow in your interface. For example, Arabic takes more vertical space and is rendered right to left.

◆ Keep sentences short and provide graphical cues to guide low-literate users and people with cognitive disabilities.

◆ Minimise the need to type or text search. Whenever possible, allow voice input, autocomplete text fields, and present browseable interfaces.

Colour blindness

Colour is usually a pretty straightforward ordeal. You take a look at a colour and without really having to actively think about it you know what colour it is. You know the name and where in the colour spectrum it resides.

For the colourblind, it isn't so simple. Naming colours and telling the difference between two or more colours can be difficult. 4.2% of the population - some 300 million people worldwide - are colourblind (affecting 1 in 12 men and 1 in 200 women).[16]

Strategies to consider

◆ Apply a simple texture

◆ Increasing contrast

◆ Use a colourblind simulator

For tools and resources, see section six.
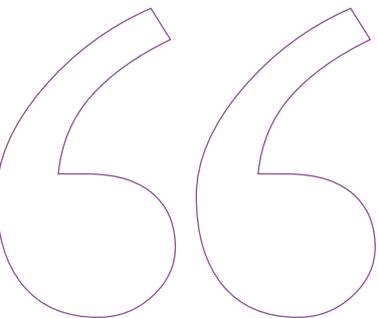
The earlier you start build a diverse and inclusive team, the simpler it is to recruit talent who share these values and amplify your culture of high performance, diversity and inclusion.

Dr Uma Valeti
CEO and Co-founder, Memphis Meats

COLLECT FEEDBACK, ADAPT AND GROW STRONGER

Track metrics on all of the action plans you employ as part of your D&I strategy (for example, sourcing, hiring, and the composition of the current workforce). However, metrics alone only paint part of the picture[17]. To measure the full impact of your D&I strategy, seek feedback on strategies from all employment levels in the organisation (from the C-team to junior hires) using some of the recommended methods suggested in previous sections of the guide (i.e. employee surveys, one-to-one and group meetings). For areas needing development, adapt strategies accordingly to meet those concerns and to strengthen the strategy.

Ultimately, an effective D&I strategy will foster a diverse representation of employees who interact with one another. In other words - one step closer to equality.

[17] Yamkovenko, B and Tavares, S. To Understand Whether Your Company is Inclusive, Map How Your Employees Interact. HBR: online, JUly 19, 2017. Accessed on Oct. 01, 2018.

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Case studies

In this section we share a few stories of founders from companies around the world, working in companies big and small, to understand how they have implemented D&I strategies within their workplace.

With thanks to

Oli May
CCO and Co-Founder at Streetbees

Pip Jamieson
CEO and Founder at The Dots

Dr Uma Valeti
CEO and Co-Founder at Memphis Meats

Sharmadean Reid
CEO and Co-founder at beautystack

Naren Shaam
CEO and Founder at GoEuro

Jacob de Geer
CEO and Co-Founder at iZettle

Roberta Lucca
Co-Founder and Chief Evangelist at Bossa Studios

Henrique Olifiers
Co-Founder and Gamer-in-Chief at Bossa Studios

Tom Blomfield
CEO and Co-Founder at Monzo

Streetbees

Oli May
Co-founder
and CCO

What drives a D&I strategy in a tech company?

The values of the founders (and the company that they want to build) are really what drives a diversity and inclusion strategy. Values give the strategy purpose and define specific actions within it. For example, Tugce and I, the two founders of Streetbees, are from Turkey and Australia. This internationality has driven a large part of our talent and recruitment strategy – unconsciously at the start – but it now acts as an important role in how we hire diversely. Our policy has always been based on hiring based on talent, rather than focusing on background. As a result, the business that we have built has been inherently international and diverse from day one.

What do you look for in a new hire?

When you are looking at hiring somebody you need to make an assessment: is this somebody who you can see yourself working with for the long term as opposed to somebody who's coming in to fill a short-term stop-gap? This isn't about culture fit, it's about values.

A value fit signifies whether that individual is someone you can work with for the long term. Values bind people together in a company; values help a group work through difficult situations – and every startup has those!

Recruiting

We focus on trying to recruit in-house; but there are some roles for which we use recruiters. We speak to recruiters directly to ensure they're sending us a diverse range of candidates. If we don't, I've found that some recruiters will have a specific genre of candidate they think you'll like – in other words, a homogenous set.

A classic mistake that almost every company makes is quickly hiring employees without paying attention to detail in the hiring process. We've really focused on trying to rectify those issues. Hiring the right people solves all of your problems: hiring the wrong people can lead you into so many disasters.

We've now set a much higher bar. This means longer recruitment times but we're comfortable with our choice. We see the leverage that the right talent provides when we deliver successful people into the business.

Workspace

We've always had an open plan office layout. However, as a tech company, we are conscious that the tech team likes to brainstorm and work in quiet areas. As a solution, we are building a quiet library space for them right next to an open-plan office space that features a variety of desking options, to accommodate our other teams such as sales and operations.

THE-DOTS

FOUNDED: 2014   WOMEN: 62%
EMPLOYEES: 20-30   BAME: 34%
LOCATION: LONDON, UK   LGBTQ+: 16%
FUNDING (TO DATE): $6M   NATIONALITIES: 11

THE-DOTS.COM

The Dots

Pip Jamieson
Founder
and CEO

D&I in the tech industry
I feel like there is a change coming: the industry has awoken to the value of diversity in all its guises.

About three years ago I was speaking at a tech conference and noticed that roughly 90% of the attendees were men. Fast forward to this year, when I spoke at Founders Forum accelerateHER, and about 40 percent of the audience was male and mostly looking for female deal flow.

In terms of gender diversity, we're definitely not at parity but it's great to see that the industry is starting to move in the right direction.

Value Fit vs. Culture Fit
So often I hear many of my fellow founders saying, "We've got to hire for culture fit". And I become worried about that: hiring for culture fit tends to mean hiring someone you think you'll get on with – someone you would potentially go to the pub with. This attitude tends to lead to very non-diverse teams because you're hiring people like you and if we're all the same how can we think differently? What's more important is hiring talent people who share your company's values.

As a founder, one of my jobs is to maintain the company's values. For every candidate we interview, we screen for a 'values fit' in the first round before progressing to the next stage. I've found that any bad hiring mistake I've made in the past was due to a values misfit. As such, we screen for values fit even before getting any further into, say, tech tests. If the candidate isn't passionate about diversity, it just doesn't work out.

Towards Socioeconomic diversity
At The Dots, we help companies – and we reach over ten thousand now - hire no collar talent (creators, freelancers & entrepreneurs) from diverse socioeconomic backgrounds. We removed the ability to search for talent by university: our talent is judged on what they create, not based on what university they went to.

When people search our platform, they can choose to search in bias blocker mode; you can't see profile pictures, names, educational background or anything that could bias your decision in that hiring process.

Onboarding
For every new hire that joins the team, they do an induction with me personally. Part of that induction is intrinsically linked to diversity: I introduce them to the different layers of diversity at The Dots to ensure they understand the issue is more than just a discussion about gender balance it's about

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ethnicity, sexuality, neurodiversity, socio economic diversity in essence building team that reflect society so we remove biases in product innovation.

On neurodiversity, dyslexia and leadership models

We need to broaden the discussion on neurodiversity in the tech industry, those with dyslexia, autism, attention deficit hyperactivity disorder (ADHD) etc. For example, thirty five percent of entrepreneurs are dyslexic, as are many self-made millionaires. Albert Einstein and Steve Jobs were dyslexic, as is Holly Tucker (founder of 'Not On the High Street'), Jo Malone and Richard Branson to name but a few!

Many of the traits that make us dyslexic also make us formidable entrepreneurs: we have high levels of perseverance, we're very creative and we high levels of empathy meaning that we make good leaders.

I'm very vocal about my dyslexia in order educate audiences, so that they don't view dyslexia as a disability – and to empower anyone else who is dyslexic in the room. Dyslexia is a superpower if you manage it in the right way!

The conversation about neurodiversity is starting to develop. What has enabled people across the tech industry to become more open about their neurodiversities, comes from the top. I think leaders really need to be more open about neurodiversities so that the mid-levels and juniors coming through can also feel empowered and bring their whole selves to work.

You get the best out of people if they can bring their whole selves to work. If someone is struggling in silence because they find for example their open plan office distracting because of their autism, they're not going to be happy or productive.

Diverse Talent takeovers

To celebrate and highlight different types of diversity, we do huge Diversity Takeovers at The Dots. For example, for Black History Month, we only featured black talent and projects created by black talent on the The Dots platform. We did the same for International Women's Day, only featuring women and projects by women for a full month, as well as a full LGBT Takeover for Pride. Last month we featured Social Purpose, which highlighted people creating business with social hearts. Next up? A Socioeconomic Takeover!

Our core values

The first core value is positivity. That's not positivity for positivity sake. I want my team to challenge me and I want them to challenge each other. It's about having a team that's focused on solutions and not problems. This is so important in scaling a business.

Diversity is another of one of our core values. It's vital to our business and has been embedded from the beginning. Diverse teams are better for business, and better for creativity. We put diversity at the heart of our values. We have a diverse team to reflect this ethos, a team that also respects diversity and is passionate about the issue. The Dots is very much a business that is built on the principle of being an example of ethical tech and not on the typical 'move fast and break things' principle. I want a team around me that totally shares in that vision. We are definitely stronger together than we are apart: the whole company is actually built around the power of teams and how teams form an intrinsic part of the creative process. This is actually our last core value – collaboration.

Collaboration makes us stronger, it gives us drive. This is a team that's driven to succeed. This doesn't mean working all hours, but it means happy teams made of people that want to drive for success.

FOUNDED: 2015
EMPLOYEES: 32
LOCATION:
SAN FRANCISCO, USA
FUNDING (TO DATE): $22+M

WOMEN: 53%
NATIONALITIES: 10

WWW.MEMPHISMEATS.COM

Memphis Meats

Dr Uma Valeti
Co-Founder
and CEO

A business built on diversity and inclusion

A founding principle of the company is to have a 'big tent', a company where we have talented people coming from various parts of the world, from various cultural backgrounds and of various genders. Diversity of talent brings diversity of thought. This diversity is evident in all areas of the culture company, from investors to partners and advisers to our team.

Ownership and feedback

One of the things that we talk about a lot in the company is having an ownership mindset. I want each team member to know they are an owner, think as an owner and act as an owner of Memphis Meats. If a team member sees an area that can be improved, I want them to share that view right away. In order to have those kinds of conversations, though, one needs to feel comfortable to speak candidly. We work hard to make sure that Memphis Meats fosters such an environment. We have weekly group meetings such as our All Hands meetings which may take many formats incl an informal team lunch or small group informal fireside chats with the CEO. Whatever the format may be, we get together on a weekly basis. This

builds a sense of community for the team and fosters communication.

As a team, we talk about feedback as a gift. That's a phrase that everybody in the company knows. We collectively acknowledge that not everybody will know how to give feedback at some point or another. In this instance, the conversation becomes about encouragement: everyone is encouraged to approach the concept of feedback with the mindset of candor and compassion. When we remind each other of that mindset, it really helps to build safe channels of communication, and our sense of community as a team.

We also make sure that feedback is a two way street. We make sure that managers are also sharing their experiences, and feeding back to their teams.

Team Activities and the Pep Squad

Recently, we conducted a broad survey across the whole company - about 65 questions in total. Instead of doing the survey independently, we agreed: Let's all do this together!

The survey became a team activity. We settled in the company's kitchen (located in the centre of our office space), sat down, shared food and

completed the survey in fellowship. We gathered feedback, then and there, and held a discussion regarding our achievements and the areas we wanted to develop. One outcome of that discussion was the Pep Squad, a people engagement program. This exercise was incredibly helpful for our team of 30-plus people. They each got a fair say in the company, and our newly-formed Pep Squad is now charged with working on preserving the strengths we have and improving on the areas for development.

Communication

One area of particular development for us is maintaining clear communication. It's one of the easiest things to do; and one of the easiest to forget! As a startups, we're all growing fast and tackling technically-challenging hurdles. Feedback and clear communication helps us achieve our objectives.

Leadership
How do you build an effective D&I programme? It's a complex subject. But what has become clear is that if you build a D&I programme just for the sake of building one, it won't be effective.

A D&I program needs to begin with the startup or company's leaders. They need to ask, how are we really going to benefit from adding diversity to this organisation? For me, it was important from the moment I founded Memphis Meats.

But diversity doesn't mean you have to compromise. I still want to work with the brightest, most-skilled people for the job. It's about leading by example, building a high-achieving culture and letting people perform to the best of their abilities.

Vision
Memphis Meats is a visionary company. As a team, we need the best talent to bring that vision to life and we make sure that everybody on the team feels part of that vision. To do pioneering work, the following three aspects are most important to the Memphis Meats paradigm: people, process and product. We know that our people are the most important factor in that paradigm. Our people determine the processes, our people determine the product. Because we are pioneering new technologies, we do not compromise on performance. Our people are always going to be performing at a very high level and being a diverse and inclusive team allows us to do so.

GOEURO

FOUNDED: 2013   WOMEN: 39%
EMPLOYEES: 300   NATIONALITIES: 45
LOCATION: BERLIN,
GERMANY
FUNDING (TO DATE): $296M

WWW.GOEURO.CO.UK

GoEuro

Naren Shaam
Founder
and CEO

Be Diverse. Be Global.
Diversity is, and has always been, at the core of what we do at GoEuro. It's part of who we are, it features in our values.

As the company's founder, I knew that building a diverse team would reflect the diversity of our customer base. Back when GoEuro had 10 employees, I started making sure we tracked numbers regarding a range of diversities such as gender and nationality. To develop diversity, you must keep track of progress. Metrics help you keep an eye on how diversity and inclusion fluctuate and areas that need developing.

To me, it's a no brainer: every company needs to have a positive attitude to diversity and inclusion, and to act upon that attitude as early as possible. To be a global company providing solutions to a global customer base, you need to reflect that variety in your organisation.

Start early with diversity
Start early: This is the best way to create a diverse work base and inclusive environment. The first ten hires are crucial. And, although it is easier to start early, it's never too late to begin a D&I strategy in your organisation. If leaders are vocal in their support of D&I, it becomes easier for managers to enact D&I policies throughout the organisation.

Change is coming to the industry. Young people want to work for organisations that they can relate to, organisations which serve a purpose.

Build diverse interview panels
To mitigate bias in hiring, and to share how important diversity is to company culture, we always structure diverse hiring panels. If you interview candidates with a diverse hiring panel consisting of multiple nationalities and genders, you send the candidate a strong message: we value diversity at our company, and this is what our work environment looks like.

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beautystack

**Sharmadean
Reid MBE**
Co-founder
and CEO

kickstarting diversity from day one

Beautystack began as an idea to democratise the beauty industry, with a diverse team of co-founders. Diversity is in our DNA! As we scale, we'll put these views into a company policy but for now, we let our actions do the talking.

Our values, our foundation

Our core values at beautystack include innovation and being a user-first platform. We are redefining salon software with our image-based social network and booking system, and we're always re-evaluating and improving.

Our users are at the core of everything we do, and we've hired a diverse team to reflect our growing customer base. We're bringing user-insights into the market, and social media (e.g. WhatApp and Instagram) helps us get that valuable customer feedback. At beautystack, we value these different mindsets.

Building a strong team

We work hard to make sure our teams are happy and working efficiently. Each new hire does a personality test to determine how they work best, and we do check-ins every 6 months. Each staff member will also present their 'Guide to Working with me' to the rest of the team, and we'll use this session to discuss how best to work together.

My top tip for making a new hire feel welcome? A meal with the whole team! As part of our onboarding process, we treat a new hire to breakfast or lunch during their first week. This is a great opportunity to introduce ourselves and get to know the new team member outside of the office.

Speak up and lead

I founded FutureGirlCorp, a series of free monthly events for the female business leaders of tomorrow. A huge part of my mission revolves around the economic empowerment of women - providing them with industry knowledge and showing them that their ideas have global potential. If you feel passionately about something, act on it!

iZettle

iZettle

Jacob de Geer
Co-founder
and CEO

Core Values = Team Values
Our core values weren't solely mandated by leadership: all 12 of our markets helped to define our core values. These twelve markets cover Europe, Mexico and Brazil. Why? We want cohesive core values that represent our company, no matter where our offices might be.

Keeping an eye on KPIs
If you want to have diverse and inclusive teams in your global company, you need to track metrics. We track KPIs on women and nationalities. Diversity within your team has long term dividends and you need to track progress – diversity is a journey, not a side agenda.

Mitigating bias
Bias affects us all. We address bias by including a Diversity and Inclusion Module (which touches on bias) in our e-learning modules for all employees. Every employee needs to be aware of these issues, this topic isn't only for management to discuss.

D&I outside the office
I am an advocate for D&I in tech. Three examples of initiatives that I actively support include:

Stockholm Dual Career Network
(SDCN): SCDN helps expats' spouses/partners integrate into Swedish society: providing support to settle in, look for work in Sweden, discover Swedish culture, and broaden social and professional networks.
www.sdcn.se/

Stockholm School of Economics
RAMP program: The RAMP project aims to increase diversity in Swedish industry and help newcomers to a fast track into the Swedish job market. We have hired interns through this program.
www.hhs.se/en/outreach/sse-initiatives/ramp/

Tjejer Kodar: Programming
community for women. iZettle has long been a sponsor of Tjejer Kodar, providing programming coaches for their programming trips and online courses. Next (physical) bootcamp taking place March 2019 with around 300 women participating.
www.tjejerkodar.se/

Bossa Studios

Roberta Lucca
Co-founder
and Chief
Evangelist

**Henrique
Olifiers**
Co-founder and
Gamer-in Chief

Our Company. Our Values.

Our core values include originality, openness, passion, appreciation, improvement and nimbleness. In terms of openness, we mean that we share with one another (with everyone in the team) and with our players. We are open about what we do, why we do it, how we do it and we are unafraid of asking others for help. We recruit others into our work as equals and we work candidly with our partners. We also communicate clearly with our players, making them feel part of Bossa.

Combined, our core values promote inclusion and value diversity. Bossa always seeks to ensure that the work environment for its employees is supportive, and respect is shown to each individual. All Bossians, regardless of their gender, race, ethnic background, culture, (dis)ability, sexual orientation, age, religion, socio-economic status or any other factor will be supported and encouraged to perform to their best potential.

Inclusive by design

A great way to reflect our views on D&I is to build inclusive games. We made a big statement with one of our newest games, World's Adrift: the first character you meet is female. Normally, you (the gamer) meets a female character very late in a game. This decision of ours led to an interesting question: how do we portray the female character in the game's environment? It was enormously rewarding to develop this character in depth.

What is the message we send with our choice? We should all be equal. Games need to reflect the growing body of global gamers.

Speaking up for D&I in gaming

We are both active in external education projects, to promote D&I in gaming.

RL: These activities are very high up on my agenda. I make sure that I speak at numerous conferences and university STEM panels to reach out to women, to encourage them to get into games and technology. I have also started a YouTube channel: Beta Lucca - How to Start a Business (YouTube). My mission is to help young women shape their future, to empower them with practical knowledge and to motivate them so that they can become incredible entrepreneurs.

HO: I recently completed a weekly education initiative (for 6 months), Aspirations Academies', at Tech City College (ages?) in which young students were taught how to build games. Although there were many nationalities represented by the kids, only 2 (of 36) were female. I hope to encourage a more balanced gender representation with my education efforts!
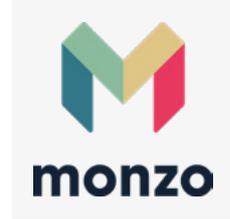
Monzo

Tom Blomfield
Co-founder
and CEO

Where did it all start?

Diversity and inclusion has been with us from the beginning. Ultimately, we have a culture where we genuinely care about people. We believe it's important that people can come to work and be their whole selves. And that's been with us from Day 1.

Admittedly, looking at the industry in general, the finance and tech industries have traditionally struggled to promote diversity in particular roles (such as engineering). Across the industry, we see these are heavily male-dominated, and very early on, we realized we weren't as diverse as we wanted to be in certain areas.

Nurturing a more diverse and inclusive workforce

Since we first started, we've formalised a number of recruitment initiatives to encourage a more diverse workforce here at Monzo.

1. We run all of our job adverts through third party gender decoding tools, to make sure that that they're neutrally worded.

2. We've tweaked our job applications to remove specific labels (such as years' experience, university, grades etc.) and focus instead on competency questions.

3. We also avoid asking too many personal questions in the application process (such as age, ethnicity, gender). Admittedly, the fact that we don't capture personal data makes it harder to track how we're performing – but it's been working for us.

Diversity and Inclusion is not just in our policies, it's in the way we work

We do not have a separate D&I policy. Instead we simply have one, single "People Policy" which sets the tone for our entire working environment. And there are specific clauses within it that relate to equality within the workplace.

However, the real substance to our D&I comes from the way we behave. We all care deeply about people. Whether those people are our customers or our colleagues. We have an excellent team who all shared that same value in people right from the start, and who helped to shape a strong and inclusive workplace here at Monzo.

A transparent workplace

One key value that of Monzo is transparency. Internally, we are completely transparent. Any employee can take a look at any

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meeting agenda. Our meeting minutes are open too. You can see our board deck before our board sees it. Our financials are open too. In short, everyone is able to see everything.

We try to be transparent as far as we can externally too. So we talk to our community about our decision making processes. And show previews of our products before we push them live too.

Designing for inclusion
It's also particularly important for us that we make our product as inclusive as possible.

From a basic usability point-of-view, we have specific features for the visually impaired (such as those who are colourblind, partially blind or indeed fully blind). We've embedded a third-party tool to offer voice-over interaction to the user, so you can use the app regardless of the quality of your sight. And we also make sure to test it with partially sighted users to make sure it actually works.

We have also worked hard on our terms and conditions – to make sure that they as accessible as they can be. Our current terms are written in a simple way, and correspondingly have a relatively low reading age. In fact, so long as a user is able to read at the level of an 8 year old, they should be able to comprehend our terms in full.

One final initiative – which we're preparing for in 2019 – is to work on financial inclusion. In a nutshell, we're hoping to offer banking services to those who aren't typically able to access mainstream finance, say for those who've gone through bankruptcy, who've come out of prison, for those who are homeless, or who might be refugees. We are working with the regulators to enable us to open accounts for those who are otherwise excluded from mainstream finance.

We have more to do
We still have room to improve, and I'm acutely aware that some of our early morning meetings might not be compatible with parents doing the school run; and our engineering teams could be more diverse.

But we're working on it! I am proud to say we signed the Women in Finance Charter – committing to improving our gender ratio in our board and executive committees – and we are constantly reviewing our broader diversity and inclusion efforts through an annual survey, which we publish in our blog. The next one will likely go live in March 2019 – I hope it'll show a good step forward.

Tools and resources

A practical set of tech tools and resources to use in your companies

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There are a whole range of companies which have tools and products that can help you build an inclusive company. We've listed some below. This is a non-exhaustive list.

If you know a great product that we've missed here, don't hesitate to let us know using our online feedback form at www.inclusionintech.com.

TECHNOLOGY TOOLS FOR PROMOTING DIVERSITY AND INCLUSION

Hiring

Applied – recruitment and assessment platform recognised for promoting diverse hiring, by anonymising and structuring the application process, the Applied platform aims to minimise the risk of unconscious biases. www.beapplied.com

Atipica – helping to rediscover underrepresented talent within your candidate pool. www.atipica.co

Blendoor – a mobile job-matching app that hides application data that is not relevant - such as age, employment history, even photos - and highlights what is. www.blendoor.com

Clusjion - a tool which identifies specific examples and general patterns of exclusionary behaviour and discrimination in daily operations. www.clusjion.com

Gapjumpers – tool for hosting blind screening challenges to hire diverse talent. www.gapjumpers.me

GapSquare - software which calculates your gender pay gap and provides recommendations for closing the gap. www.gapsquare.com

Gender Decoder for Job Ads – test your job adds to see whether they include "gendered" words, which may discourage some applicants. gender-decoder.katmatfield.com

Glassbreakers - diversity and inclusion complete management system including mentor matching and data and analytics www.glassbreakers.co

How do I? online training tool for new staff, particularly those with disabilities.

Hundred5 – reducing hidden biases by screening applicants based on job-related skills. www.hundred5.com

HustleCrew – a career advancement community empowering the underrepresented in tech. www.hustlecrew.co

Jopwell – connecting companies with top-tier minority candidates. www.jopwell.com

Juggle Jobs – job marketplace for people who are returning to work and are seeking flexible opportunities across HR, sales, finance, operations. www.juggle.jobs

Kanjoya — uses machine learning to analyse interview notes, performance reviews, and employee surveys to spot trends. www.kanjoya.com

Leave Logic—a parental leave management platform for employers. www.leavelogic.com

Managing Maternity Leave - best practices for managing maternity leave for line managers www.bit.ly/managingmaternity

Mentorloop - a tool to match your people into effective mentorships www.mentorloop.com

Panopy - an assessment tool to discover team strengths and empower to work better together. www.panopy.co

Planted – focused on junior talent, helps match non-techies with jobs at tech companies www.planted.com

Pluto - analytics platform for Diversity and Inclusion including anonymous surveys and incident reporting www.pluto.life

Pymetrics – applying proven neuroscience games and bias-free AI to predictively match people with jobs where they will perform at the highest levels. www.pymetrics.com

ROIKOI – helps companies find diverse candidates through employee referrals and match those recommendations to open jobs. www.roikoi.com

Textio – based on listings from over 10,000 companies, helps removes bias and negative language and trains individuals how to improve their job descriptions (goodbye rockstar ninja!). www.textio.com

Board Hiring

Inclusive Boards. Agency set up specifically to support organisations in efforts to develop more diverse boards and stronger governance structures.
www.inclusiveboards.co.uk

Nurole. Innovative recruitment platform for board and senior executive roles.
www.nurole.com

Product design
Accessibility

Web Accessibility (Udacity program, and online resources). Developed by Google, these resources provide a valuable knowledge base and training program, covering the basics developing accessible products for the web
developers.google.com/web/fundamentals/accessibility/
www.udacity.com/course/web-accessibility--ud891

Readable.io. Readable.io analyses your writing to give you a "readability score" helping you identify text which may be difficult to understand and highlighting changes which could make it easier to read. Packages range from $4-$69 / month
www.readable.io/

Language and literacy

Dyslexie Font. The most common reading errors of dyslexia are swapping, mirroring, changing, turning and melting letters together. In the Dyslexie font, every letter is uniquely shaped, eliminating the common reading errors of dyslexia.
www.dyslexiefont.com/en/typeface/

Noto Fonts. Google has been developing a font family called Noto, which aims to support all languages with a harmonious look and feel.
www.google.com/get/noto/

FontAwesome. A free icon set which look great and can also help low-literacy users to interact with your product.
www.fontawesome.com/

How to write in plain English. Widely adopted free guide from the Plain English Campaign on how to write clear accessible copy while maintaining style and meaning.
www.plainenglish.co.uk/files/howto.pdf

Colour Contrast Check. Free tool to evaluate contrast ratios between foreground and background.
www.snook.ca/technical/colour_contrast/colour.htm

Dyslexia Style Guide 2018. Creating Dyslexia Friendly Content. Free resource from the British Dyslexia Association describing simple design considerations for clear text presentation. www.bdadyslexia.org.uk/employer/dyslexia-style-guide-2018-creating-dyslexia-friendly-content

Test your document's readability. Overview of the reading level checking tool available within Microsoft Word. support.office.com/en-us/article/test-your-document-s-readability-85b4969e-e80a-4777-8dd3-f7fc3c8b3fd2

Think about your micro-copy. A few tips to help you write accessible microcopy: the text that guides you through a website or app.
www.invisionapp.com/inside-design/writing-accessible-microcopy/

Colour blindness	**Considering colour blindness in UX design** (with five examples). A collection of examples of barriers in interaction design and examples of how to fix them www.econsultancy.com/considering-colour-blindness-in-ux-design-with-five-examples/ **Textures.js**. Textures.js is a free JavaScript library for creating SVG patterns, designed to improve the readability of data visualization. Free riccardoscalco.it/textures/	**Stark**. Stark is a free colour-blind simulator and contrast checker plugin for Sketch - www.getstark.co/ **Colour Oracle Colour Oracle.** Free colour blindness simulator - applying a full screen colour filter to art you are designing, independently of the software in use- www.colororacle.org/
Audio impaired	**Add your own subtitles and captions.** Simple guide to using YouTube's subtitling functionality support.google.com/youtube/answer/2734796?hl=en-GB **Channel 4 subtitling guidelines for foreign language programmes.** Publicly available guidelines on structure and presentation of foreign language subtitles, including information on size and layout www.channel4.com/media/documents/corporate/foi-docs/SG_FLP.pdf	**BBC subtitle guidelines.** Free resource concentrating mainly on content of subtitles, and how to communicate different types of audio through text bbc.github.io/subtitle-guidelines/
Dexterity & mobility	**Inclusive Design Toolkit.** General mobility & dexterity accessibility tips, including products, built environment, and transport www.inclusivedesigntoolkit.com/UCmobility/mobility.html#general_design_considerations **Accessible Unboxing of the Xbox Adaptive Controller.** Overview of the the wide range of accessibility considerations in the packaging design for an accessible Xbox controller news.xbox.com/en-us/2018/07/25/accessible-unboxing-of-the-xbox-adaptive-controller/	**Improving accessibility for motor impaired users.** Overview of some key dexterity related accessibility considerations to keep in mind when designing and developing websites www.webcredible.com/blog/improving-accessibility-motor-impaired-users/

Further initiatives

In the UK alone, Diversity VC has identified 28 separate initiatives that
are all tackling diversity and inclusion in various different ways.

	Type of Initiative	Short description	URL
AllBright	Angel group	Angel group and co-working club focussed on female founders	https://www.allbrightcollective.com/
Angel Academe	Angel group	Angel group focused on female founders & angels	http://www.angelacademe.com/
Astia Angels	Angel group	Angel group focused on female founders & angels	http://astia.org/astia-angels/
Rare Seed Capital	Angel group	Angel group focused on BAME invetsors	https://www.rareseedcapital.com/
23 Code Street	Coding school	Teaching women in the UK and India	http://www.23codestreet.com/
One Tech	Collective / network	Focussing on promoting entreprenrship to BAME / female entrepreneurs	http://capitalenterprise.org/one-tech/
Hustle Crew	Community	Community for entrepreneurial women of colour	http://www.hustlecrew.co/
People of Color in Tech	Community	Community for entrepreneurial people of colour	https://peopleofcolorintech.com/
Techish	Community	Podcast / community showcasing diverse tech rolemodels	http://www.techishpod.com/
YSYS	Community	Community group of diverse entrepreneurs	https://www.thisisysys.com/
Accelerate Her	Company	Born out of Founders Forum, consulting fast growth tech companies	https://accelerateher.co/#/
Inclusive Boards	Company	Helping recruit more ethnically diverse boards	http://www.inclusiveboards.co.uk/
Success Talks	Event series	Platform and event series showcasing diverse speakers	http://www.success-talks.co.uk/
Jane VC	Fund	Fund focused on female founders	https://www.janevc.com/
Merian Ventures	Fund	Fund focused on female founders	https://www.merianventures.com/
Voulez Capital	Fund	Fund focused on female founders	https://www.voulez-capital.com/
Backstage Capital	Fund / Accelerator	Accelerator in the UK focussed on LGBT, people of colour and female founders	https://backstagecapital.com/
Divinc	Incubator	Young Enterprise focused on inner city schools	http://wearedivinc.com/
Muslamic Makers	Meet-up group	Meet-up group for Muslims in Tech	https://muslamicmakers.com/
50/50 Pledge	Network	A pledge for events and conferences to be 50:50 represented	http://www.5050pledge.com/
FemStreet	Newsletter	Start-ups / VC	https://www.femstreet.com/
30% Club	Non-profit	Dedicated to increasing women on boards	https://30percentclub.org/
Code First: Girls	Non-profit	Non-profit teaching women how to code and helping them get work in tech companies	https://www.codefirstgirls.org.uk/
Color in Tech	Non-profit	Non-profit promoting a fairer tech industry	https://www.colorintech.org/
DevelopHer	Non-profit	Non-profit social enterprise promoting women in technology	https://developher.org/
Dot Everyone	Non-profit	Focused on tech companies	https://doteveryone.org.uk/
Level 20	Non-profit	Focused mainly on women in the Private Equity and LP community	https://www.level20.org/
Fearless Futures	Training group	Training focussed on Social Justice	http://www.fearlessfutures.org/

Note: This list is illustrative and not exhaustive. If you would like to add your initiatives to this list, please contact us at research@atomico.com and we will update the list.

METHODOLOGY

This guide, led by Dr. Victoria Bernath (Editor-in-Chief at Diversity VC), was put together by a group of entrepreneurs and VCs based on in-depth interviews with twenty founders of companies large and small, Diversity and Inclusion practitioners, HR experts and pre-existing applied research. Much of the research for this guide is publicly available in open source papers or journals. It has also been overseen by several specialist contributors, listed overleaf.

This guide will be a living document, hosted online at www.inclusionintech.com. If you have any suggestions, additions or corrections, please contact us via our website.

GLOSSARY

We recognise that many of the words used in this document are understood differently and by different groups of individuals. For clarity, here we define the way in which we use some of the key terms featured in this guide.

Bias: inclination or prejudice for or against one person or group, especially in a way considered to be unfair.[4]

Benchmark: measuring the quality of something by comparing it to an accepted standard.

Cognitive biases: mental shortcuts, or systematic patterns of deviation from norm or rationality in judgment. Also called "heuristics", made popular in Daniel Kahneman's book 'Thinking Fast and Slow'.[5]

Diversity: the range of human differences within a group of people.[6]

Functional roles: positions in teams based on functional skill that can be tested to ensure group compatibility.

Groupthink: the process in which poor decisions are made by a group (usually a group featuring common demographic characteristics) because its members do not want to express opinions, suggest new ideas, etc. that others may disagree with.[7]

Inclusion: inclusion is the act of making someone feel part of a group.

Proactive: creating a situation, not reacting to a situation (antonym: reactive).

Psychological roles: positions in teams based on personality types that can be tested with the Belbin or Myers Briggs assessment to ensure group compatibility.

Social justice: fair behaviour or treatment for all members of society concerning the dissemination of wealth, privilege and opportunity.

Stakeholder: any individual who has an interest in your company.

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[4] Oxford Dictionaries (n.d.). "bias". [online]
[5] Kahneman, D. (2015). Thinking, fast and slow. New York: Farrar, Straus and Giroux. Note that the book is based on the original research paper of Tversky, A. & Kahneman, D. (1974). Judgment under Uncertainty: Heuristics and Biases. Science, 185(4157), 1124-1131.
[6] Cambridge Dictionary (n.d.). "diversity". [online]
[7] Cambridge Dictionary (n.d.). "groupthink". [online]

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Diversity & Inclusion in Tech

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